

CENWD-DE

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Northwestern Division (NWD) Business Development and Customer Outreach Plan

1. Please find enclosed the NWD Business Development and Customer Outreach Plan. The plan is the centerpiece of our strategic vision and the foundation to our division marketing effort. This will be a living document, which will guide NWD as we embrace new challenges and missions while providing excellent customer service.

2. Request you direct the following immediate actions to implement subject plan:

a. Distribute plan widely within your organization, and insure your staff reviews the customer matrix in Annex E, and resolves any Points of Contact differences between your district and other NWD districts. If you cannot resolve the differences, contact the NWD Marketing Coordinator.

b. Prepare your Annual Business Development and Customer Outreach Plan in accordance with the attached guidance. This plan should outline your annual marketing efforts including a projected annual budget for formal marketing expenses. Submit this plan to the attention of NWD Marketing Coordinator, Mr. Rick Wilson, at CENWD-MR-PM-H by 10 March 1998.

c. Send your District Marketing Coordinator to the HQUSACE Outreach Conference in Arlington, Texas on 24-27 March 1998. The NWD marketing team will meet on Friday, 27 March to discuss the customer matrix and the districts' Annual Business Development and Customer Outreach Plans.

3. The successful corporate implementation of this plan is paramount to our future. I solicit your utmost support in accomplishing our mutual goals.

Encl
as

/S/
ROBERT H. GRIFFIN
Brigadier General, USA
Commanding

U.S. ARMY CORPS OF ENGINEERS NORTHWESTERN DIVISION



Business Development and Customer Outreach Plan



Foreword

The federal government, including the Department of Defense, the U.S. Army and the Army Corps of Engineers are undergoing a fundamental reassessment of their size and mission as a result of mandates by our citizens, Congress and the President to become smaller and more results oriented. There is a continuous movement towards downsizing of the Federal budget that directly impacts the Corps' traditional military and Civil Works programs and workforce. However, with the downsizing of federal government, there remain significant engineering challenges for the Army and our Nation. Opportunities to support other federal agencies will increase as they are faced with the same manpower reduction mandates and the need to continue their inherently governmental functions. Our Chief of Engineers has developed a Vision and a Campaign Plan to guide us as we face the challenges of decreasing resources while maintaining "The world's premier engineering organization" that is a "values-based organization, respected, responsive, and reliable". The Northwestern Division (NWD) Campaign Plan was developed in response to the Chief's plan. It included an action item to provide a division-wide marketing strategy. This *Business Development and Customer Outreach Plan (Plan)* fulfills that requirement and will serve as a guide as NWD embraces new challenges and missions while providing excellent customer service.

The Headquarters of the U.S. Army Corps of Engineers (HQUSACE) has developed a master strategy called "**Corps Plus**" to achieve the Chief's three goals contained in the Strategic Vision. The Chief's goals are as follows: revolutionize effectiveness, seek growth opportunities, and invest in people. As the first Commander of NWD, I want to stress the importance of "seeking growth opportunities" within our immense geographic division. As we pursue opportunities with new customers, we must continue to serve and improve our performance with our traditional customers. Examination of our new division boundaries reveals that there are a multitude of federal agencies, tribal nations and state and local entities that are potential customers. We must systematically approach this outreach effort and look for the opportunities that maximize the return on our investment and meets the Chief's Strategic Vision for the Corps of Engineers. We should look to market our services to potential customers in those roles that are inherently governmental functions while not competing with the private sector.

The first step in a business development effort is to define the area to be pursued. The Army has directed the Corps of Engineers to expand its role in select areas, such as installation support, support to contingency operations, the environment, and privatization. Our opportunities to "seek growth opportunities" will typically build upon areas with relevant past experience, technical capability, and customer relationships. Building customer relationships requires successful execution of programs by exceeding our customers' expectations for quality, cost and timeliness.

I believe it is essential that the entire Corps team (division, district, and individuals) play a role in business development and customer outreach if we are to maintain our viability and technical expertise. Immediate and future declines in military and civil works programs must be offset by new sources of funding. Approved staffing levels must be fully funded in order for us to retain our technical expertise and continue our commitment to meeting the needs of the Army and our Nation.

Finally, I want to stress the importance of the division and districts working cooperatively to leverage our available resources (technical expertise, contract capacities, and in-house staff) to expand the overall workload. Partnering and brokering among districts are to be encouraged within our division and outside our division. Our goal should be to provide the best possible support to our customers utilizing the best available resources. With this new business development plan, it will be very important to coordinate work outside each district's area of responsibility within the framework of the new engineering regulation ER 5-1-10. The Chief has made it very clear that every effort shall be made to resolve issues of work outside areas of responsibility at the lower levels before elevating the issue to HQUSACE and the Board of Directors. One of the major requirements of this Plan is that each district will designate a District Marketing Coordinator to serve on the NWD marketing team. The NWD marketing team member will be empowered by each District Commander and Programs and Project Management Directorate (PPMD) chief to initiate partnering and brokering discussions and resolving area of responsibility issues among our districts. The District Marketing Coordinator will be responsible for coordinating and obtaining the necessary district organizational approvals for all agreements. The Division and District Commanders and PPMD chiefs will resolve all marketing, brokering, partnering or area of responsibility issues if a consensus can not be reached within the framework of this plan.

/S/

ROBERT H. GRIFFIN
Brigadier General, USA
Commanding

Table of Contents

Section	Page
Foreword	ii
Table of Contents	iv
Executive Summary	1
Scope	1
Goals	1
Roles & Responsibilities	2
Existing Customers	2
Potential Customers	3
Summary	3
Introduction.....	4
Why This Outreach Plan?	4
Background	4
Purpose.....	4
Goals	5
Linkage.....	5
Approach.....	5
Situation Assessment.....	8
Civil Works Program.....	8
Military Program	9
Hazardous, Toxic and Radioactive Waste Program.....	10
Installation Support Program.....	10
Superfund	11
Support for Others Program.....	11
Rapid Response Program	11
Formerly Utilized Sites Remedial Action Program	12
Roles and Responsibilities	13
Districts	13
Division	13
NWD Marketing Team.....	14
Who Markets Which Customers?.....	15
Marketing Areas	15

SectionPage

Program Development..... 16

Strategy #1 Grow Partnerships with Our Strategic Customers	16
Strategy #2 Look to Further Development Opportunities with Existing Customers	16
Strategy #3 Pursue Opportunities	17
Strategy #4 Remove Challenges to Outreach Program	18
Challenge #1 Resourcing of the Outreach Plan	18
Challenge #2 Buy-in and Participation in Customer Outreach	18
Challenge #3 Training of Workforce in Outreach Skills	18

Performance Measurements..... 20

Marketing Plans and Reports	20
-----------------------------------	----

Annex A

Who Are Our Customers?	A-1
Rules for Success	A-2
Where Are We Going?	
Build SFO Program.....	A-2
Build Installation Support Program	A-2
Build Civil Works Program	A-3

Annex B

Chief of Engineers Guidance on Area of Responsibility	B-1
ER 5-1-10	B-2
NWD Guidance on ER 5-1-10.....	B-4
Partnering/Brokering Rules	B-7

Annex C

What Services do we offer our Customers?	C-1
What are our Strengths and Weaknesses?	C-2
What are our Opportunities and Threats?.....	C-3

Annex D

Outreach Program Definitions	D-1
Abbreviations and Acronyms	D-3

Annex E

Customer Matrix	E-1
-----------------------	-----

Annex F

Marketing Coordinators	F-1
------------------------------	-----

Annex G

Division Boundary Maps	G-1
------------------------------	-----

Annex H

HQUSACE Campaign Team Corporate Growth Initiative	H-1
---	-----

Executive Summary

Scope. This NWD *Business Development and Customer Outreach Plan (plan)* is an organized and common sense approach to development of a marketing process that is consistent with the Chief of Engineer's Strategic Vision for the Corps of Engineers. Our **plan** will "seek growth opportunities" for our division, districts and the entire Corps of Engineers without regard to where a capability resides. This **plan** presents an active approach to addressing the competitive business and customer environment we face today and the challenges to fully serve these customers, the Army and the Nation in the future. We will not compromise any of our assigned Civil Works, Military or Support for Others missions as we "seek growth opportunities".

Goals. We begin by assessing our workload with regard to our Civil Works (CW), Military program (MP), Hazardous, Toxic and Radioactive Waste (HTRW), reimbursable Installation Support (IS), and Support for Others (SFO) programs, and where our division and districts want to be by the year 2000 and beyond. Our goals must be in agreement with the Chief of Engineers Strategic Vision for the Corps of Engineers. It is our intent to increase the level of customer care and rapport within our division and advance our entire work outlook through three goals:

- 1) Develop the IS program,
- 2) Expand the SFO program, and
- 3) Promote existing and potential new or expanded authorities in the CW program, such as the EPA Brownfields initiative.

This **plan** provides a framework for the districts to develop their own implementation plans to accomplish these three goals.

It is important that we recognize that outreach begins with excellent customer service and execution of our project assignments. This means that we must do the job well and complete projects with specific sensitivities to the customer requirements. The customers' needs should drive our processes and structure and not the reverse. Business development and customer outreach are much easier with existing customers when quality performance already exists and can be documented for potential customers. Customer outreach needs to be a continuous process even if all or most of our organizational elements are working at capacity. Potential work relationships do not develop immediately and often require a maturation period. Often the customer tries our services on a small scale before giving us a large program for execution. We must all realize that work that is turned away now may eliminate future opportunities with a customer when our workloads are low. This requires us to examine other districts' capabilities and team with them when a potential project would otherwise have to be turned away. Partnering should also be considered if it can make the project team stronger with additional technical capability or resources. We must build a level of trust and partnership among our districts and move away from parochial protectiveness so that we can achieve a win-win situation for our

customers and the Corps of Engineers. Our objective is to make the Corps of Engineers the preferred provider of services to our Customers.

Roles & Responsibilities. The mechanism chosen for achieving these goals is the creation of a NWD marketing team, pending the respective Commander's approval of the plan. The NWD marketing team will be responsible for customer outreach and improving the process for NWD districts partnering or brokering work assignments. The NWD marketing team will consist of representatives from the division and districts empowered by their respective commander and PPMD chiefs to initiate partnering and brokering discussions and to resolve area of responsibility issues among our districts. The division team members shall consist of a division marketing coordinator (DvMC) and an assistant from the other regional office. Each of the five NWD districts shall identify an individual to serve as their district marketing coordinator (DMC) or single point of contact (POC). The DMC shall be responsible for coordinating with their district PPMD organization and obtaining the necessary organizational approvals for all agreements. The plan provides each district the flexibility to create their own marketing program and implementation plan tailored to their requirements provided it is consistent with the plan framework.

The districts will normally take the lead in making preliminary contact with potential customers with assistance from the DvMC, as needed. The DMC or district staff will become the primary POCs when trying to educate a customer on Corps of Engineers experience and capabilities. The district will continue to be responsible for maintaining the working partnership with the customer. The DvMC should only serve as another check on the overall health of these relationships and should not in any manner replace or detract from the communication the district project personnel have with their customers. The NWD marketing team members will be responsible for educating themselves on the capabilities of the other NWD districts and the entire Corps of Engineers. The team will serve as a resource when internal or external inquiries are made about NWD districts' capabilities or expertise. The districts will be responsible for determining how to market a potential or existing customer. This plan places high value on the intra-divisional team approach to marketing customers in the NWD area of responsibility. The division will assist the districts as much as possible with developing and procuring marketing materials that are applicable to the division capabilities. Each district will be expected to coordinate with the other districts as appropriate to build the NWD effort into a "Virtual Team Approach". Internal competition among districts is not acceptable. Only through a cooperative and team-based work setting will we be able to optimize our talents and resources in pursuit of new work.

The central objective of the NWD customer outreach is to grow partnerships by:

- 1) Listening to customer needs;
- 2) Asking questions to assure full understanding of customer needs;
- 3) Informing the customers of any Corps capabilities that can satisfy their requirements;
- 4) Seeking feedback on past and current projects to improve our performance.

Existing Customers. At the foundation of this outreach plan is recognition that each NWD district has different categories of customers. The NWD **plan** must remain flexible to accommodate the different marketing strategies for customer outreach among the NWD districts and yet organize and guide the overall division customer outreach. The highest level of focus is maintained on existing customer accounts that vary in importance among the NWD districts and the Corps of Engineers. These existing customer accounts for a given district might include the -- Major Army Commands (MACOMs), Major Air Force Commands (MAJCOMs), local Civil Works project sponsors, Environmental Protection Agency, Federal Emergency Management Agency, Tribal Nations or the Department of Energy. Existing customers may be established, high-volume customers or low-volume customers but yet they are all important to our success in serving the Army and our Nation. Existing customers should receive primary customer care and outreach from the district. The DMC and their respective marketing team should operate in a support role to the organizational element routinely working with an existing customer. The district (e.g. PMs and DMC) should ensure that current work assignments are going well and the district is well positioned for follow-on work. The PMs and DMC should continue to evaluate existing customers for potential to expand the level of support or service the Corps of Engineers is providing them. It is critical that the districts keep abreast of customer issues, funding, or priorities that might impact our support role to them.

Potential Customers. Potential prospects are an additional customer category and with the downsizing of federal agencies may be very important to our future. The SFO program has a potential for growth by supporting new customers that are faced with reducing their work force. The plan and the district marketing implementation plans are to ensure that these potential customers are contacted for possible work assignments. The DMC will ensure that there is an organized method for calling on these customers. Formal marketing by the DMC or district marketing team is one method to ensure contact with these prospects. However, informal marketing has the potential to lead to new work assignments with new customers. Informal marketing might include unsolicited inquiries, referral from an existing customer, personnel relationships with a Corps employee or simply fortuitous leads (e.g. Contractors). The DMC needs to be advised of any potential marketing lead so that a customer contact may be initiated. Follow up might be appropriate if the DMC determines there is a potential work assignment.

Summary. Ultimately, the success of this NWD *Business Development and Customer Outreach Plan (plan)* is dependent on the commitment of Corps personnel to maintaining a positive relationship with the customer on a day-to-day basis. A solid relationship between the customer and the Corps at the working level is essential for a long-term partnership. We can not over emphasize the importance of the personal relationships that must prevail between the customer and district staff working for the customer. Several challenges that stand in the path to success of this **plan** relate to having adequate:

- 1) Resourcing of the outreach plan;
- 2) Buy-in and participation in customer outreach;
- 3) Training of workforce in outreach (marketing) skills.

This **plan** will address these challenges. The customer outreach plan is to be a living document and will be updated or revised annually or as experiences dictate a change is necessary.

INTRODUCTION

Why This Outreach Plan?

Background. The Corps of Engineers, like the rest of the Department of Defense and most federal agencies, has been mandated by Congress to reassess their agency missions and reduce the size of their workforce. However, the Army has directed the Corps of Engineers to expand its role in select areas, such as installation support, support to contingency operations, the environment, and privatization. The Chief of Engineers has responded to these mandates with a “Strategic Vision” and a HQUSACE Campaign Plan that guides the Corps of Engineers into the future. The Northwestern Division **plan** was developed in response to the Headquarters (HQUSACE) and NWD Campaign Plans which included an action item to develop a division-wide marketing strategy.

NWD encompasses a wide variety of Civil Works, Military, and HTRW experience and represents a tremendous national and regional asset. The **plan** is an effort to build upon this capability and expertise, and fully leverage our decreasing division and USACE resources to “revolutionize our effectiveness.” The **plan** implements a NWD framework to accomplish the Chief’s Vision to have USACE remain “The world’s premier engineering organization. Trained and ready to provide support anytime, anyplace.” This **plan** outlines our approach to:

- Achieve satisfied customers through open communication and successful execution.
- Improve our ability to develop new customers and markets.
- Expand our customer base to mitigate to the extent possible the FTE reductions due to declining traditional mission workloads.

Purpose. This **plan** provides a framework for how the NWD will maintain and expand the Corps’ products and services with the ultimate goal of totally satisfied customers and an expanded customer base. The districts will be responsible for developing their own marketing organization, procedures and implementation plan. The **plan** establishes a division marketing coordinator (DvMC), a regional division marketing assistant, and five district marketing coordinators (DMC). Each district shall designate a person to serve as the single point of contact for the DvMC and the other district DMCs for networking and coordination purposes. Each district will determine how the DMC and all other marketing team members (e.g. PMs, TMs, etc) will implement customer outreach. The districts will determine if a customer shall have a designated customer advocate at their district. Districts with a customer that has a nationwide mission that goes beyond the NWD Area of Responsibility (AOR) will designate a single point of contact. The single point of contact will provide the customer with the “One Door to the Corps” and will be responsible for ensuring compliance with ER 5-1-10, Corps-Wide Areas of Work Responsibility, and NWD Guidance for Implementation of ER 5-1-10. Each district will build upon this **plan** for customers they are serving whether they are in their geographical boundaries or they have an approved national mission.

Goals. We begin by assessing our workload with regard to our Civil Works (CW), Military program (MP), Hazardous, Toxic and Radioactive Waste (HTRW), reimbursable Installation Support (IS), and Support for Others (SFO) programs, and where our division and districts want to be by the year 2000 and beyond. Our goals must be in agreement with the Chief of Engineers Strategic Vision for the Corps of Engineers. It is our intent to increase the level of customer care and rapport within our division and advance our entire work outlook through three goals:

- 1) Develop the IS program,
- 2) Expand the SFO program, and
- 3) Promote existing and potential new or expanded underdeveloped authorities in the CW program, such as the EPA Brownfields initiative.

This **plan** provides a framework for the districts to develop their own implementation plans to accomplish these three goals.

Linkage. This plan recognizes the relationship to other USACE outreach and strategic initiatives and the support of HQUSACE to develop a division plan:

- ASA(CW) Outreach Efforts, Vision and Strategies
- 1996 USACE Senior Leadership Conference Marketing Workshop and USACE Strategic Outreach Plan (CECW)
- Chief of Engineers' Vision and Strategies
- USACE/NWD Campaign Plan
- HQUSACE Campaign Team Corporate Growth Initiative

Approach. This plan is a sequential approach to bringing NWD customer business development to the forefront of daily operations. It will consist of the following steps:

Step 1 — Look at the Big Picture. NWD will have primary responsibility of participating in the continued development of the outreach strategy at HQUSACE and reporting this information to the districts through the DMCs. The MSCs and HQUSACE must coordinate the customer outreach for programs that are nationwide (e.g. TRADOC, ACC, FORSCOM) to eliminate duplicity and avoid several MSCs/districts marketing the same customer. Districts may continue to perform customer outreach for sites, projects or installations within their AOR. Districts will follow ER 5-1-10 and NWD Guidance for Implementation of ER 5-1-10. Refer to ANNEX B for copies of the regulation and NWD memorandum. Customer choice will remain a priority with NWD but it must be worked through proper protocols and chain of command.

Step 2 — Form Strategic Partnerships. Develop relationships with other districts within NWD for the specific purpose of working together. Partner with other USACE districts as appropriate, to best serve the customer. The DMCs will take the lead in educating the other NWD districts on their district's expertise and capabilities. Work outside a district AOR shall be coordinated and approved in accordance with ER 5-1-10, "Corps-wide Areas of Work Responsibility", and the memorandum: NWD Guidance on Implementing ER 5-1-10. Refer to ANNEX A for Rules for Success. Partnering and brokering agreements between NWD districts shall be routinely reported to the division. All disagreements over customer work responsibility shall be elevated to the division if the districts are unable to resolve the issue. The division shall always be notified prior to a district marketing a customer or accepting work outside the NWD AOR. Districts accepting work assignments from NWD districts or other USACE districts shall review the project and assign it a priority in relationship to the district's existing work. The commitment will also allow the project management (PM) district to reassign the work if execution of the brokered work is not taking place after appropriate discussions between the District Commanders. Districts accepting work assignments from other districts shall be accountable for expenditure of project funds. It will be unacceptable for a district to expend funds and not be able to provide a quality work product corresponding to the funds expended.

Step 3 — Get the Right Training. Business development training workshops, tools and techniques are important to the success of customer outreach. Training requirements for NWD and the districts must be carefully examined to match the level of business development training to the role the USACE employee has in marketing. NWK, in conjunction with the HTRW CX, is currently developing a marketing workshop that will be taught with internal NWD resources. The first detailed training for customer outreach will be directed at the NWD marketing team. The NWD marketing team will identify to senior staff if the training will be an internal workshop or if outside assistance will be required.

Step 4 — Build the Plan; Work with Outreach Team Members. The DvMC and DMCs must be designated as soon as possible. The preliminary list of DMCs and the DvMC, subject to Commanders approvals, are in ANNEX F. The **plan** establishes the framework that the districts will operate within during implementation of their marketing programs. Selection of the right individuals for customer outreach at the division and districts is essential for success. The **plan** cannot replace or duplicate the customer relationships established by the district program/project managers, technical managers, and construction managers, (PM/TMs/CMs) on a daily basis. However a structured program for customer outreach must be in place to ensure personnel know their roles and responsibilities and that potential customers are being contacted. The **plan** places a high priority on educating all Corps personnel to routinely refer all formal and informal marketing leads to the DMC or DvMC.

Step 5 — Get Input from Leadership. The leadership must provide input on key issues such as:

- 1) What customers should the districts focus on first?
- 2) What type of workload would benefit their district, the division and the Corps?
- 3) How can we distribute marketing costs to the district that benefits from another district's efforts?
- 4) If a district is outreaching a customer that is outside its AOR, how does the host district monitor activities and have the capability to work on future work assignments?
- 5) Leadership will need to assist in building the trust and desire necessary for the districts to work together. Recognition of districts' efforts in customer outreach that benefit another district needs to be commended at the highest levels.

Step 6 — Obtain Approval and Resourcing by Division and District Engineers. In order for the **plan** to be successful, customer outreach will require personnel and funding supported by the Commanders and senior leadership. NWD does not have funding to provide to the districts for customer outreach, which results in an additional burden on the districts' overhead. DMCs shall prepare annual budgets for district senior staff to capture the costs for formal marketing. The district will determine if the budget will include costs for informal marketing of customers that is occurring on a daily basis but are project funded (Management, Planning, Engineering, Operations etc.).

Step 7 — Implement the NWD plan. Implement the **plan** throughout the division with oversight by NWD's Program Management Directorate. The districts will be responsible for developing their own strategies and implementation plans that support the division plan. The Programs Management Directorate and DvMC will be responsible for keeping the Division Commander and Deputy Commanders informed of the status NWD marketing.

Situation Assessment

Civil Works (CW) Program. Although nationwide Civil Works funding has been declining, the funding for the districts in NWD has remained relatively constant for the past three years (\$450 to \$500 M) and is projected to continue to do so for the next several years. Ideally, the NWD Civil Works program should maintain a steady source of funds for General Investigations to identify new projects that can be funded under the Construction General appropriation. A lack of new studies severely impacts the level of funding for new construction projects and the Civil Works program for NWD. The operation & maintenance (O&M) funds for NWD have been relatively stable in the Civil Works program but there continues to be increased pressure on existing resources to reduce O&M expenditures. Changes in funding authorities and procedures remain a concern with the districts on what the level of future funding will be.

Customer outreach in the Civil Works program has largely been through district planning, engineering and project management staff who maintain regular contacts with existing and potential customers at the local level. The extent of marketing efforts has varied between districts based on the size of their existing programs and available resources. Some proactive efforts have been made to seek out potential new customers. Often, responses to requests for assistance with water resource problems include educating a potential customer on the capability of the Corps to assist. The successful execution of projects contributes to outreach efforts through satisfied customers spreading the word about quality work done by the Corps. Efforts to identify new Civil Works missions have been attempted with limited success. Limitations in authority to do certain types of work sometimes result in unsuccessful outreach efforts because the expectations of potential customers cannot be met under current laws.

Civil Works Program ¹

\$ Millions

Region	FY95	FY96	FY97	FY98	FY99	FY00
NPR	339	341	355	380	340	390
MRR	149	153	142	150	150	150
NWD Total	448	494	497	530	490²	540

Other customer outreach occurs at higher levels within the organization at the district, and at the division and HQUSACE through established contacts with professional associations, other agencies, Congressional contacts, and representatives of local sponsors.

Tribal Nations are a current customer with the Corps and NWD and warrant additional focus in our customer outreach. Tribal Nations are independent entities that can be project sponsors or cost share under existing Civil Works authorities. The Corps may enter into agreements with Tribal Nations to execute work for them.

Military Program. The Military Program consists of the MILCON, DOD Work for Others, other Defense agencies, Non-appropriated funds, Base Realignment and Closure (BRAC) non-environmental, and Energy Conservation Investment Programs. The MILCON Program is a major subset of Military Programs, and it has experienced funding decreasing and is projected to have severe cutbacks in FY99 and FY00. NWS will not experience the severe decreases in FY99 and FY00 because of the current Air Force C-17 Beddown program, but future decreases could occur after that program is completed. The MILCON Program in FY97 was approximately \$670M and is projected to be \$475M in FY98. The MILCON program is subject to constant revisions as Army and Air Force projects are added, accelerated, delayed or cancelled. Significant reduction in funding is expected in FY 99 and FY 2000. Military funding has been

¹Regulation functions and General Expense. Funding includes GI, CG, O&M, FC and CE

² Amounts are projections only and subject to revision. Includes approximately \$100 M direct funding from BPA for O&M hydropower costs.

decreasing in recent years and is expected to continue decreasing. The table presented below should only be used to show the importance of implementing the **plan** to offset the apparent decrease in future military funding.

Military Program

\$ Millions

District	FY95	FY96	FY97	FY98	FY99	FY00
NWS	210	162	243	140	150	50
NWK ¹	77	162	268	185	100	75
NOW ¹	113	95	136	125	75	40
NWD Total	400	419	647	450	325	165

Hazardous Toxic and Radioactive Waste (HTRW) Program. The DOD HTRW program that includes Formerly Used Defense Sites (FUDS), Army Installation Restoration Program (IRP), Army Base Realignment and Closure (BRAC), Air Force IRP/BRAC was approximately \$206M in FY97 and is projected to be \$215M in FY98. The FUDS program is managed by HQUSACE, and it is the only HTRW program where the USACE can control its own destiny (as long as Congress appropriates funding). Recent changes in the Army IRP procedures have decentralized program execution to the MACOMs. The effect of decentralization has “in effect” created new customers and increased the need for customer care. The Air Force IRP and BRAC programs continue to receive funding and will continue to be an important program to maintain our technical capabilities and expertise. The HTRW program is vital to the health of NWD and will continue to be an important part of the Corps commitment to the Army’s mission of environmental stewardship.

Installation Support Program. The Chief’s Vision has clearly stated that Installation Support will be one of the areas for the Corps to “seek growth opportunities”. To date, the Corps’ focus for environmental stewardship at the Army and Air Force installations has been in the area of restoration with an important but smaller emphasis on environmental quality (compliance,

¹ The funding for NWK and NWO does not include their annual O&M program for the installations that amounts to approximately \$50 and \$11 M respectively.

conservation and pollution prevention). Although restoration work will some day be complete, the Army and DOD components will continue to have responsibilities in the areas of environmental quality. HQUSACE has conservatively documented over \$100M in FY97 in reimbursable environmental quality work executed by Corps districts. NWD has projected in FY98 that the environmental quality work executed by NWD districts is \$20M. Support to the Army and DOD components with environmental quality will be a part of the NWD customer outreach program.

Superfund Program. The Superfund program in FY97 was approximately \$156.9M for NWD and is conservatively projected to be \$90M in FY98 for NWD. The Superfund program has been an important program for several of our districts and will continue to be an important source of work assignments. If President Clinton's (Pipeline) initiative to complete 900 cleanups of National Priority Listed sites by the year 2000 is funded by Congress there is a potential for a significant increase in the size of the program in the next several years. Increased support to EPA may occur as early as the summer of 1998 if Congress releases funding. EPA Regions II & V have the greatest potential for work assignments for NWD aside from providing technical assistance on potentially responsible party (PRP) sites.

Support for Others (SFO) Program. The SFO Program although relatively small, (excluding Superfund) has potential to expand. Customer outreach efforts should strive to develop the full potential of this customer base as other federal agencies are downsized. The SFO program, (excluding Superfund), in FY97 for NWD was \$28.1M and is conservatively projected to be \$12.9M in FY98. NWD has historically had a significant amount of work from other federal agencies under the SFO program as a result of their Naturally Occurring Radioactive Material (NORM) disposal contract. This may drop off slightly because of litigation against DOE by outside sources precluding the COE from giving DOE access to the NORM disposal contract. EPA will continue to be a large customer of the NORM contract. NWD with Rapid Response has a significant amount of funds obligated under the SFO program with environmental removals/remedial actions. There are no indications that this program will decrease significantly for NWD in FY98 or the near future.

Several NWD districts have actively sought work with SFO customers, with varied success. Since SFO projects are not typically "mission" assignments, customer choice is frequently the deciding factor in the program's success. Concerted efforts by the NWD marketing team will be expended to develop the full potential of the SFO customer base. The current trend of developing new customers is important to our continued maintenance and development of technical staff.

Rapid Response Program. The Rapid Response program is a national and international mission for Omaha District to perform environmental, time-critical removal/remedial actions. The new Rapid contracts have been expanded to permit international response to removal/remedial actions and are directed from the Office of the Secretary of Defense. The program was

approximately \$36M in FY97 and is projected to be approximately \$30M in FY 98. The Rapid program is also an excellent method to expand business opportunities for USACE. Rapid Response provides opportunities for local HTRW Corps districts to take over jobs that transition from a removal action to a long-term remedial action. Actual projects have been accomplished where the transition was “seamless” to the customer.

Formerly Utilized Sites Remedial Action Program (FUSRAP). FUSRAP was transferred from Department of Energy to the Corps of Engineers in FY98. NWK will become a design district for two of the largest FUSRAP districts, NAN and MVS. Workloads for FY98 are still being established, however, FY99 and beyond appear to be in the \$50 million per year range. There is a potential for Rapid Response actions at the FUSRAP sites.

Roles and Responsibilities

Districts. The primary marketing efforts shall continue to be at the district level with support from the division. The District Marketing Coordinator (DMC) shall serve as the single point of contact for the district marketing program for all programs and will serve as a member of the Division Marketing Team. The DMC, with District Commander approval, will be responsible for implementation of the NWD **plan**. The DMC will be empowered by the District Commander and Programs and Project Management Directorate (PPMD) chief to initiate partnering and brokering discussions and resolving area of responsibility issues among our districts. The DMC will be responsible for coordinating and obtaining the necessary district organizational approvals for all agreements. The Division and District Commanders and PPMD chiefs will resolve all marketing, brokering, partnering or area of responsibility issues if a consensus can not be reached within the framework of this plan.

Each district will prepare an implementation plan that describes how they will accomplish the NWD **plan** goals for customer outreach. The districts will establish their own roles and responsibilities on how they will operate their district marketing program. Each district will determine if they want to establish teams or designate specific individuals to market the specific programs. Criteria for the district marketing plans are contained in the **Section: Performance Measurements**. District senior management should be responsible for cultivating contacts with appropriate professional organizations, Congressional staff and local officials to educate and inform them about the capabilities of the Corps.

The DMC will be responsible with providing the district's annual marketing plan and quarterly summaries to the DvMC. No specific funding from the division is available for marketing, so each district shall determine how costs are to be distributed. The district must determine their resource commitment to marketing.

Division. A designated Division Marketing Coordinator (DvMC) will be responsible for managing the NWD marketing program. This individual will be the HQUSACE interface on customer issues and will be responsible for transferring information to the NWD marketing team. The DvMC will also be responsible for establishing a network among the DMCs and other districts. The DvMC will be the interface with other MSCs on work for customers outside the district's area of responsibility. The Regional Marketing Assistant is located at the North Pacific Regional Office. The function of this person is to assist the DvMC in that region and to backup the DvMC when that individual is not available. Division staff should be responsive to district requests for assistance in marketing efforts.

NWD Marketing Team. The marketing team shall consist of the DvMC, the five DMCs and the regional office marketing assistant. The marketing team will coordinate the marketing effort for the division and provide recommendations to each district's senior management on what the priorities for customer outreach should be for the next year. The marketing team will report the status of on-going NWD marketing efforts as well as their own districts' initiatives to the division and district commanders as requested.

The marketing team will encourage the use of "Virtual Team" within NWD AOR when districts need assistance or expertise to execute a given project. The marketing team will also work to improve relationships among the NWD districts. The marketing team will advocate and assist in establishing partnerships that benefit the Customer and the Corps of Engineers.

Who Markets Which Customers?

Marketing Areas. The NWD marketing team will have an annual partnering meeting/workshop to coordinate the next year's outreach assignments based on ANNEX E. The Customer Matrix presented in ANNEX E with district assignments is **preliminary** and should not be interpreted as final or complete. The NWD marketing team will need to meet and collectively decide how the customer assignments will be made in accordance with the NWD Guidance for Implementation of ER 5-1-10, Corps-Wide Areas of Work Responsibility, and the framework of this **plan**. Instances where multiple districts have relationships with customers will need to be discussed and resolved within the framework of ANNEX B.

PROGRAM DEVELOPMENT

Strategy #1 — Grow Partnerships with Our Strategic Customers.

Building relationships with our strategic customers through our district marketing teams will facilitate the expansion of services. The DMC and our district marketing teams listen to the customers' key issue areas and seek to partner with them to solve their problems.

Our first strategy focuses on the fact that there are customers who are strategically important to each district, the division and the Corps of Engineers. The districts will be responsible with documenting or developing their own procedures for maintaining and improving the partnership with their strategic customers in their implementation plan. The district team will continue to grow the relationship, listen to their needs, and ask questions to assure full understanding of their requirements. The last step is to inform them of any Corps capabilities that can assist them with their requirements. The DMCs and district marketing team will work to expand the relationships with the customer's senior leadership. The district teams may want to consider using several tools in marketing the customer which might include a detailed customer profile; a strengths, weakness, opportunity, and threat (SWOT) analysis; or an issues, features, benefits, proofs (IFBP) matrix. Customer surveys will remain a vital tool to monitoring the overall health of the partnership but cannot replace personal contact with the customer. Developing customer relationships should be *zippered* with all levels of the respective organizations. The working level partnerships are critical for successful execution but there are other important roles for senior leaders when building stronger partnerships. A periodic visit by district senior leadership demonstrates the importance of this partnership and may create new opportunities. Division leadership may also be requested to participate in building the partnership with strategic customers.

Strategy #2 — Look to Further Development Opportunities with Existing Customers.

Our district marketing teams will approach existing customers to learn more of their needs and their organizations. This interaction may provide opportunities for customers to expand their use of Corps capabilities to our mutual benefit.

Our second strategy will be looking after our pool of existing customers. These are customers with whom we are currently doing business, but with whom we do not have strategic relationships. The districts will be responsible for developing a strategy for outreach to our existing customers. The purpose of the visit will be to look for opportunities to expand our level of support to this customer. District staff that work with the customers on a daily basis would be

the place to start when developing the district marketing effort. The district staffs have the responsibility of being proactive Corps representatives who take the time to listen to the needs of the existing customers, probe to assure full understanding, and inform them of any Corps capabilities that can satisfy their requirements. Customer surveys will continue to serve as an important process to monitor the overall health of the partnership. It is important to remember that excellent program execution is the basis for obtaining additional work from an existing customer. In many cases, existing customers do not know the full extent of the Corps' capabilities. Education of the customer on the Corps' capabilities and expertise is an excellent method to expand business with existing customers. If an existing customer warrants additional focus, possibly due to increased construction or O&M budgets, it shall be identified to the DMC. Follow up to marketing leads may often be completed by a member currently working on projects with this customer. Personal client knowledge is very important in developing follow on work assignments. The DvMC and regional marketing assistant will provide support to the Districts as requested. The DvMC, regional marketing assistant, and DMCs are identified in ANNEX F to this plan.

Strategy #3 — Pursue Opportunities.

Our **Division & District Marketing Coordinators** will pursue opportunities with potential customers in accordance with ER 5-1-10 and NWD Guidance on Implementation of ER 5-1-10, Corps-Wide Areas of Work Responsibility (ANNEX B). Leveraging relationships developed by Corps organizations outside their area of responsibilities will be examined for potential growth as ER 5-1-10 is implemented. It is essential to coordinate and partner with the other divisions and districts when working with a customer that has work that goes beyond their AOR and the NWD AOR. See ANNEX A for additional information on customer outreach and work assignments contained in the *NWD Rules for Success*.

Our third strategy addresses potential customers. There are many sources that lead us to prospects. All of us may encounter potential opportunities through informal marketing. An opportunity may present itself from executing existing work assignments or it may be even less informal by way of a random phone call, a friend in the Reserves, or knowledge that other commands within the Corps are doing business with this agency. These informal marketing leads shall be relayed to the DMC. The DMC will determine when prospects should be elevated for more focused activity (formal marketing). Formal marketing is customer outreach that is performed by the DMCs and/or district personnel in a very focused and organized process. The district marketing implementation plan will determine how each district will perform customer outreach. Both informal and formal marketing are primary tools for educating potential customers of the Corps' capabilities. A matrix of NWD prospects and existing customers is included in ANNEX E.

Strategy #4 — Remove Challenges to Outreach Program.

Many actions must be taken to ensure the success of our customer outreach program. Three key internal issues (challenges) have been identified that may impede success of the **plan**.

Challenge #1 —Resourcing of the Outreach Plan. Customer outreach, especially formal marketing will incur costs. It will be essential that there be a management commitment, including funding, to support a structured marketing program. Resourcing the execution of this **plan** at each of the districts will be a key issue. Dedicated marketing staff or even collateral assignments to district personnel will require funding support to implement the district outreach plans. Time, travel and marketing literature (slides, brochures,) all require funding support. Each district will need to determine their level of resourcing which will require planning, budgeting, reporting and performance measurements to determine the success and return on investment of the outreach effort. The districts must also decide internally how they will fund the **plan** effort.

Challenge #2 — Buy-in and Participation in Customer Outreach. Outreach efforts must have the support of top management at both the division and district command levels. Team building of key individuals at the division and districts must take place to develop ownership of this marketing plan. The districts must provide input at multiple levels so that the NWD **plan** is a shared mission capturing the district goals as NWD strives to achieve the Chief's Strategic Vision. Corps personnel must understand their roles and responsibilities in customer outreach. This will ensure that outreach efforts are encouraged as part of the business-operating climate and resource issues are resolved. Difficult decisions may be necessary on funding priorities and senior leadership must be involved with these business decisions. The outreach plan must remain simple and flexible and focus on results instead of elaborate flowcharts or structure. Building support for customer outreach should include an annual plan from the DMCs to their district leadership. The annual marketing plan should identify proposed customer visits, a formal marketing budget, and summary of last year's outreach program. A difficult task for the districts will be to quantify performance of their customer outreach. However, it will be vital to be able to justify the expenditures on customer outreach by identifying new work for the Corps as a result of marketing.

Challenge #3 —Training of Workforce in Outreach (Marketing) Skills. We recognize that limited marketing skills and experience exist throughout our division. Business and communication skills must be developed but not for every individual in NWD. Training should be focused and tailored to the roles and responsibilities that individuals will have within their district marketing team. Every member of the Corps family has a role in marketing (formal or informal) to some degree. However, cost and value prohibit a blanket training of every individual. Finally, it is important to realize that not everyone is adept at outreach efforts. The division and districts should identify key individuals for major roles and responsibilities in customer outreach. Individual desire is a basic attribute that is necessary for the key roles in customer outreach, along with experience, knowledge, organizational and marketing skills.

PERFORMANCE MEASUREMENTS.

Marketing Plans and Reports.

Annual. Each DMC will prepare an annual marketing plan (not to exceed 10 pages) to identify the existing and potential customers that will be scheduled for visits for the next year by quarters. The report should include their district's projected funding for formal marketing for labor, travel and marketing materials and any support requirements. The budget will be used to evaluate qualitatively the cost/benefit of formal marketing for the districts and division and will not be used as a performance measurement for the district or DMC. It will be the discretion of the district if they want to capture all marketing costs from informal marketing efforts. A major focus of the annual report shall be identification of new work that was brought to the Corps as a result of formal marketing. The annual report should summarize the past year contacts and recommended action or follow-up. The report should include success stories; potential opportunities and lessons learned.

Monthly. DMC will report monthly on the status of outreach efforts and marketing visits during the reporting period. The monthly reports shall be submitted into the Program Review Board (PRB) process.

Division Report. The DvMC will be responsible for compiling the district annual reports into a division marketing report. The division report will summarize the costs incurred by the districts for implementation of formalized marketing. The division report will capture the costs and benefits of the division marketing effort. The division report will summarize the successes and lessons learned from the individual districts and make recommendations on how to improve the marketing process and reduce costs to the districts. The division report will describe the status of efforts to coordinate with HQUSACE and other MSCs on providing "One Door to the Corps" when the customer resides outside the NWD AOR. Success stories where customer outreach results in work for other MSCs will be upward reported to HQUSACE as progress towards achieving the Chief's Strategic Vision.

ANNEX A

WHO ARE OUR CUSTOMERS / RULES FOR SUCCESS / WHERE ARE WE GOING

WHO ARE OUR CUSTOMERS?

EXISTING DOD AND FEDERAL CUSTOMERS. NWD and the Corps maintain and support a wide variety of customers. Many of our existing DOD and federal customers have additional needs that the Corps has capabilities to support them in. However, we are unaware of their needs as well as the Corps' total capability. Our plan is to improve our communication with the customers and educate them and ourselves on what areas we might be able to assist them in. Listening to our existing customer's concerns and key issues will allow us a more precise assessment of their needs. Listening, as well as educating ourselves on the customers' organization, mission, budget, and contracting methods are all ways to better serve their needs.

TRIBAL NATIONS. Tribal Nations have sovereign nation status, and the Corps is permitted to enter into agreements with them as independent entities. Tribal Nations may act as project sponsors for Civil Works projects, and they are entitled to access to the Corps Civil Works authorities. Tribal Nations may provide funding to the Corps for engineering, planning or any other services they might need. The Corps continues to work with many Tribal Nations across the United States. Expansion of work for Tribal Nations is a definite opportunity within the framework of this **plan**.

STATE CUSTOMERS. Within each district's area of operations, division support is provided to many state customers. Among these state customers are the Department of Public Works and Engineering, Department of Natural Resources, Water Resources, and Fish and Wildlife.

LOCAL CUSTOMERS. Cities, counties, Port Authorities, regional commissions, municipalities, and local levee boards are examples of local customers.

District marketing teams are encouraged to utilize the document "*U.S. Army Corps of Engineers Customer Profiles Work*" (working draft dated 23 June 1997), developed by the Engineer Strategic Studies Center. The document includes detailed customer profiles on federal agencies that are currently working with the Corps of Engineers or have a potential for needing our assistance. The districts may elect to perform a strength, weakness, opportunity, threat (SWOT) analysis and/or an issues, features, benefits, proofs (IFBP) matrix to support their marketing efforts.

RULES FOR SUCCESS

1. Determine what the customer wants.
2. The Corps of Engineers will do whatever the Customer requests as long as it is not illegal, immoral, and it is in our best interest.
3. We will always try to do what makes good business sense.
4. We can always say no!
5. We will always be a quality consultant to our Customer.
6. POC will depend on personal relationships with Customer, provided it is the right person (e.g. Honest Broker).

WHERE ARE WE GOING? (Three Focus Areas)

Build SFO Program. The SFO program has potential for growth. This is an area that might not have received enough attention in the past with the exception of EPA's Superfund program. As other federal agencies are downsizing, they are tending to return to their respective core competencies and shed FTEs that are not directly related to mission performance. As an example of this, the National Parks Service will more likely reduce engineering staff before they reduce the size of the Park Ranger staff. The Corps has opportunities to identify customer key issues and present related benefits of which we may be of service. Relatively more federal dollars are being granted to states and municipalities to perform government-related functions. We are going to aggressively pursue this area in terms of overall program development. The NWD **plan** will develop all programs assigned to the Corps including the Support for Others program. The **Economy Act** is part of the authority that permits the Corps to assist other federal agencies that do not have appropriate resources to accomplish an action for themselves. This allows the agency without the resources to avoid the cost of hiring or maintaining the resources to accomplish the services needed. It also provides the agency an alternative to using the private sector especially for inherently governmental functions. Some requirements to work for other federal agencies are, 1) that it can be done cost effectively by USACE, and 2) that approval be granted by a Senior Executive Service (SES) representative or General Officer. The **plan** will be used to educate our staff on the advantages of using USACE to assist other federal customers. (See ANNEX C for Benefits We Offer).

Build Installation Support Program. The MILCON workload is decreasing and although we may gain efficiencies in the execution of the program, this plan does not address the MILCON program as a potential market area for growth. The IS program is not large in NWD and we are just starting to capture the Environmental Quality support that is provided to the installations. However, since the overall installation O&M dollars are decreasing, the overall IS program will decrease if we only continue to do the same level of IS work as in the past. Our IS goal is to increase our portion of the installation O&M dollars enough to grow, or at least keep the IS workload dollars constant. From a regional standpoint, the districts will focus at the installation level, and division/USACE will focus at the MACOM/ MAJCOM level.

Build Civil Works Program. This part of our outreach opportunity is not fully developed in this initial **plan**. New missions, such as redevelopment of Brownfields sites, may

require additional authority from Congress before the Corps can do the work. Districts should take the initiative, with division assistance, to pursue such opportunities through traditional processes, and inform local representatives regarding lack of authority when requested. The intent here is to use current legislation to maximize future work where beneficial to the Nation and the Corps. Some recent changes in WRDA 96 focus on environmental restoration and watersheds planning which are possible areas to explore. We need to develop this especially in the area of Brownfields. Many other areas are possible for targeted market growth. Some examples are drought management; urban flood control/storm drainage infrastructure, rural/regional water distribution, hydroelectric upgrades, privatizing project recreation, and storage reallocation to water supply.

New initiatives such as the recently initiated direct funding of O&M work by Bonneville Power Administration should be considered as opportunities for new work. Support for Others in the Civil Works arena-water resources projects funded by other agencies should be pursued through marketing efforts.

ANNEX B

CEMP-MP (415)

15 Sep 97

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS AND DIRECTORS, LABORATORIES AND FIELD OPERATING ACTIVITIES

SUBJECT: Corps-wide Areas of Work Responsibility

1. Enclosed please find an advance copy of subject Engineer Regulation (ER) 5-1-10. This regulation is the cornerstone to my "One Door to the Corps" policy. I requested the creation of this new regulation to eliminate poaching concerns you brought to my attention. A Process Action Team (PAT) with representation from your staffs helped develop the enclosed product. This will be a living document, which I expect you to use for the assignment of all work. The USACE Board of Directors will deal with poaching and consider work assignment requests, which cannot be resolved locally.

2. I request that you now take the following actions:

a. Review all existing work assignment arrangements not brokered (to include HQUSACE and non mandatory technical and support center assignments and work outside your geographic area of responsibility). As soon as possible obtain written approval from the USACE activity having geographical responsibility (broker). Failing to reach agreement, submit a request to the BOD. The enclosed regulation provides one year for this; however, I encourage you to move out on this now!

b. Provide E-mail addressees. All HQUSACE work assignments will be coordinated between HQUSACE and your activities via the Public Distribution List DL-1AW (assign work). Please E-mail your E-mail addressee list to my POC for this action, Bob Perrine (CEMP-MP). An office address will be preferable, and you may include addressees for your subordinate commands.

3. The business process outlined above must be carried out in the best interests of our customers. Where this is not the case, you need to make it known to me.

Encl.

/s/
JOE N. BALLARD
Lieutenant General, USA
Commanding

Regulation
No. 5-1-10

30 September 1997

Management
CORPS-WIDE AREAS OF WORK RESPONSIBILITY

1. Purpose. This regulation establishes policy and procedures for the assignment of work within the U.S. Army Corps of Engineers (USACE).

2. Applicability. This regulation applies to all USACE activities. It takes precedence over all other USACE regulations, circulars, directives, letters, and operating procedures with respect to the assignment of work except as noted herein.

3. References.

- a. ER 5-1-9, *Assignment and Transfer of Project Responsibilities*.
 - b. ER 10-1-8, *U.S. Army Engineer Waterways Experiment Station (WES)*.
 - c. ER 10-1-11, *U.S. Army Center for Public Works (CPW)*.
 - d. ER 10-1-22, *U.S. Army Engineer Division, Huntsville*, currently referred to as Engineering and Support Center, Huntsville (HNC).
 - e. ER 10-1-23, *U.S. Army Corps of Engineers Water Resources Support Center (WRC)*.
 - f. ER 10-1-25, *U.S. Army Cold Regions Research and Engineering Laboratory (CRL)*.
 - g. ER 10-1-26, *U.S. Army Construction Engineering Research Laboratories (CER)*.
 - h. ER 10-1-45, *U.S. Army Topographic Engineering Center (TEC)*.
 - i. ER 10-1-46, *U.S. Army Engineer Marine Design Center (MDC)*.
 - j. ER 1110-1-8158, *Corps-wide Centers of Expertise (CX) Program*.
4. Distribution. Approved for public release, distribution is unlimited.

5. Policy.

a. General. As an integral part of our normal business practices USACE activities have been assigned geographical or functional responsibilities to ensure customers receive the best corporate response to their needs and expectations. Each USACE activity is expected to conduct business in accordance with these responsibilities and to be open and flexible to entering into voluntary agreements with each other to jointly satisfy a customer's needs when it is in the best interest of the customer and the Corps to do so. This voluntary agreement which is referred to as "brokering" can go a long way in providing our customers with a "one door to the Corps" philosophy whereby a customer can contact any Corps office and obtain information on total Corps capabilities and/or a specific project/program regardless of geographical location. USACE activities are expected to advise customers of how the Corps normally conducts business and to encourage customers to follow these business practices. When the customer desires to deviate from normal Corps business practices, the USACE activity with whom the customer desires to work must broker the work with the affected USACE activities or obtain written approval from HQUSACE prior to executing the work in accordance with the procedures prescribed herein.

b. Work Responsibilities. Unless specifically approved by the Commander, USACE, all work shall be accomplished as follows:

(1) Major Subordinate Commands (MSCs) shall accomplish all work that occurs within their assigned geographical areas of responsibility (AORs) with the exception of HNC.

(2) Huntsville U.S. Army Engineering and Support Center (HNC) is a MSC with no geographic AOR and, therefore, cannot engage in normal geographic work assignments unless through brokering. The HNC charter provides for programmatic and functional boundaries in lieu of geographical boundaries. The Director of Military Programs has primary staff supervision and shall submit work assignments for HNC to the USACE Board of Directors (BOD) as described below.

(3) Laboratories (Labs) and Field Operating Activities (FOAs) shall accomplish work in accordance with the responsibilities outlined in their charter. When this work involves operations within a geographic MSC's AOR, written notification shall be provided to the MSC.

(4) Mandatory Centers of Expertise (MCX) work assignments shall be executed, reviewed or otherwise controlled as specified in ER 1110-1-8158, *Corps-wide Centers of Expertise Program*.

(5) MSCs, Labs and FOAs may perform brokered work assignments outside their assigned areas provided that they have the written approval of the USACE activity in whose geographical or functional area the work is located.

(6) All work that does not conform to the above shall be forwarded to the BOD for consideration.

c. Poaching is the unauthorized performance of work in another USACE activity's AOR. Poaching is forbidden and shall be reported to the BOD.

6. USACE Board of Directors (BOD). The BOD shall evaluate requests and make recommendations to the Commander, USACE. Once the Commander, USACE has made a decision, the BOD shall notify all USACE activities. The BOD shall maintain a list of all approved requests.

7. Requests to Perform Work Outside USACE Activities' AOR. Request Contents. All requests to perform work outside MSCs' geographic and Lab/FOAs' functional AORs that are not brokered shall be forwarded with full justification to the BOD with information copies to the affected USACE activities. Affected USACE activities may provide comments to the BOD for consideration. As a minimum the request must include a description of the work to be performed, a suggested BOD decision date (past which the work assignment would be impacted), the duration of the effort, the value of the work, the affected USACE activities, a description of efforts undertaken to broker the work and the reasons this did not work, the benefits to the customer and the benefits to the Corps.

8. Existing Business Practices, Memoranda of Agreement, Memoranda of Understanding and HQUSACE Directives. Arrangements that provide for work outside any MSC geographic or Lab/FOA functional AOR and that are not brokered, shall be submitted to the BOD in accordance with paragraph 7 within one year of the date of issuance of this regulation.

FOR THE COMMANDER:

/s/
OTIS WILLIAMS
Colonel, Corps of Engineers
Chief of Staff

MEMORANDUM FOR

Commander, Kansas City District
Commander, Omaha District
Commander, Portland District
Commander, Seattle District
Commander, Walla Walla District

SUBJECT: NWD Guidance for Implementation of ER 5-1-10, Corps-Wide Areas of Work Responsibility

1. Reference CEMP-MP memorandum, dated 15 September 1997 and ER 5-1-10, Subject: Corps-Wide Areas of Work Responsibility (Encl. 1).
2. This guidance supersedes previous guidance regarding Areas of Work Responsibility.
3. General guidance on Corps-wide Areas of Responsibility (AOR) is outlined in the referenced memorandum. Historically, the geographic District's AOR has been the prescribed Military or Civil Works boundaries, depending on the type of work. However, our customer boundaries do not always follow our traditional boundaries and therefore need special attention.
4. Acceptance of new work assignments within the Northwestern Division will follow the guidelines outlined below.
 - a. The geographic district will normally perform Program and Project Management and execution of work assignments within its AOR. The geographic district boundaries are defined by the customer's location. If expertise or capacity is lacking at the geographic district, the work should be brokered to another district (Virtual Team) to meet the customer's requirements.
 - b. Work assignments for customers that include areas that fall outside a district's AOR but inside NWD will be coordinated between the districts involved. NWD shall be notified of the agreement and will be the mediator if the districts cannot reach agreement.
 - c. Work assignments that include areas outside both the district's AOR and NWD's AOR shall be immediately raised to NWD for coordination among NWD, the division(s) in whose AOR the work is located, and the Districts involved. It is the intent of NWD to resolve all disagreements at the Division level without requiring HQUSACE mediation. Written documentation of any agreements is required and will be forwarded to HQUSACE for their information. Project management and work execution will normally be performed by the local

geographic District. However, any customer objections to this standard procedure will be given serious consideration. Districts will not make agreements or commitments to customers that are not in compliance with the guidance of this document. As a Division we will set the example of One Corps, One Door to the Corps, and Virtual Team.

5. As stated in the referenced memorandum and ER, all current work agreements must be revisited within a year, or by 30 Sep 98, and preferably as soon as possible.

a. Please provide a listing of existing work assignments outside your AOR to the attention of Mr. Larry Anderson (CENWD-NP-PM-M) by 17 Nov 97. Listings should include customers, type work, annual dollar amount, and a copy of any existing MOA/MOU.

b. Also, please provide a list of districts that are working in your respective AOR, delineating the customer, type work, annual dollar amount, and a copy of any existing MOA/MOU.

Encl
as

MICHAEL S. MEULENERS
Colonel, EN
Acting Commander

CF:
CENWD-MR-PM-C
CENWD-MR-PM-M
CENWD-MR-ET- C
CENWD-MR-ET- R
CENWD-MR-ET-E
CENWD-MR-RM
CENWD-MR-CT
CENWD-MR-OC
CENWD-MR-ET
CENWD-NP-EA
CENWD-NP-PM
CENWD-NP-ET-E

MFR: NWD guidance for Implementation of ER 5-1-10, Corps-Wide Areas of Work Responsibilities. This memo has been coordinated with NPR and MRR. This memo will be electronically sent to MRR for approval and signature.

NP-PM-M/ANDERSON/3744/DLS/9 OCT 97

POPELKA/MR-PM-C

GIFFORD/MR-PM-M

TOSONI/MR-PM-H

TURNEY/PM/MR-PM

GOYAL/MR-ET- C

CIESLIK/MR-ET- R

KELL/MR-ET-E

MULLIGAN/MR-RM

JONES/MR-CT

MAHONEY/MR-OC

ALLAMAN/MR-ET

MEULENERS/MR-DD

MOGREN/NP-DD

JACKSON/NP-EA

VELEHRADSKY/NP-PM

KELLER/NP-ET-E

V:\PUBLIC\DLT\LRA.WPD

Partnering/Brokering Rules

Rules of Engagement are subject to ER 5-1-10 and NWD Guidance for Implementation of ER 5-1-10, Corps-Wide Areas of Work Responsibility Memorandum.

Location of Work and Local PM	Customer Location	Program Management (Where Work Is)
Work in District AOR	Customer in District AOR	Geographic District has sole responsibility unless Customer identifies preference.
Work in District AOR	Customer outside District AOR but inside Division AOR	Geographic District unless Customer has different preference.
Work in District AOR	Customer outside Division AOR.	Geographic District unless Customer has different preference.
Work outside District AOR	Customer inside Division	NWD Districts work out arrangement and notify Division.
Work outside District AOR	Customer outside District and Division AOR	Contact NWD to coordinate with other MSC/district prior to making any commitments or agreements.
Work outside Division AOR	Customer inside District AOR	Contact NWD to coordinate with other MSC/district prior to making any commitments or agreements

Area of Responsibility (AOR) defined in ER 5-1-10.

ANNEX C

WHAT SERVICES DO WE OFFER OUR CUSTOMERS?

Our customers benefit from our distinctive engineering- and construction-related capabilities as well as the full range of Corps engineering capabilities:

WATER RESOURCES -Hydropower -Coastal engineering -Dam safety -Recreational -Water supply -Flood control -Navigation	INFRASTRUCTURE -vertical construction -medical facilities -turn-key facilities -rehabilitation and modifications -water/wastewater treatment -transportation systems -utilities	TECHNICAL ASSISTANCE -studies and investigations -construction oversight -cost estimation -market analysis -feasibility and risk analysis -GIS/EIS services -surveying/mapping
ENVIRONMENTAL -HTRW-full service -Permits -Compliance assistance programs -Restoration -Mitigation -Stewardship -Pollution prevention -Natural resource management -HTRW Center of Expertise -Rapid Response removals	EMERGENCY MGMT. -Flood preparedness, planning, response -Hurricane “ ” “ -HazMat “ ” “ -Earthquake “ ” “	REAL ESTATE -Appraisals -Acquisition (fee or lease) “ ” “ -Housing -Deed research -Land/oil/gas leases -Relocations e.g. utilities -Residential, commercial -Real property sales -Planning & cost estimates -Rights of entry
CONTRACTING -Design build contracts -Construction contracts -Job order contracts -Incentive contracts -Fixed price -Indefinite-delivery contracts -Regional economic contracts -Cost reimbursable contracts	R&D SERVICES -USACE laboratories -E-mail centers of expertise -HTRW center of expertise -Protective design -Hydropower system-economic evaluation -Hydroelectric design center -Preservation of historic structures and buildings	DESIGN - Protective design -Fuel system design -Interior design -hydroelectric

NOTE: The above list is representative of our distinctive capabilities.

One of the tenets of our customer outreach philosophy is to ensure that our customers, as well as our NWD Corps family know the full range of Corps capabilities throughout our division and the U.S. Army Corps of Engineers. This allows us to more fully satisfy the customers' needs when they arise. We want our customers to be informed of not only our products and services but also the benefits gained from using them. For example, the “tailoring of services” to fit our customers’ project needs or project budget is a highly valuable benefit. This means that customers can choose to use either our full range of turnkey project management services or a simpler ala-carte menu of services or options. We intend to ensure that all our existing and future customers fully understand the benefits gained by using the Corps. By doing so, our capability to

support customers' needs is strengthened and opportunities to meet future requirements are increased.

We provide a full range of engineering and construction products and services. These products and services have been grouped into eight major market areas--**water resources, infrastructure construction, technical assistance, environmental, emergency management, real estate, contracting, and technical consulting**. The products and services in the above graphic are just a few of our competencies. A more extensive list of the Corps' products, services, and capabilities has been established by the USACE SFO Customer Outreach Strategic Plan.

WHAT ARE OUR STRENGTHS AND WEAKNESSES?

Better customer care involves building upon our strengths and correcting our weaknesses.

STRENGTHS

- ✓ experience
- ✓ skills and expertise
- ✓ organization
- ✓ honesty and integrity
- ✓ professionalism
- ✓ capability
- ✓ can-do attitude
- ✓ flexibility
- ✓ credibility
- ✓ quality
- ✓ continuity
- ✓ customer awareness

WEAKNESSES

- ✓ costly
- ✓ slow
- ✓ bureaucratic
- ✓ listening skills
- ✓ conservative
- ✓ rigid
- ✓ arrogant
- ✓ hierarchical
- ✓ unaccountable
- ✓ inflexibility
- ✓ hide behind regulations

Internal Factors Analysis.

Building Better Customer Relationships--A Must. Establishing and building better customer relations are dependent upon two factors. One is recognizing internal **weaknesses** and working to eliminate or minimize their impact. The second is determining our **strengths** and using them to build better relationships with existing customers and focus on our strengths when dealing with potential customers.

★ **Build on Strengths.** The Corps possesses numerous strengths that appeal to its customers. We identified an extensive list to focus upon when cultivating existing or potential customers. These strengths are listed above. At one time, depth of expertise was considered a strength. However, due to downsizing, there is not the level of depth in the Corps that once existed. We must develop capabilities to maintain technical strength through contracts or other relationships.

★ **Work to Eliminate Weaknesses.** We recognize that our weaknesses or perceived weaknesses impede cultivating good customer care. For example, we must meet head-on the challenge of delivering increased value in our products and services. We must also realize that value is defined by our customer.

WHAT ARE OUR OPPORTUNITIES AND THREATS?

Our workload growth success is dependent upon capitalizing on opportunities and recognizing threats.

KEY OPPORTUNITIES

- ✓ federal agency downsizing
- ✓ "one-stop shopping"
- ✓ decaying infrastructure
- ✓ environmental compliance
- ✓ HTRW cleanup
- ✓ contracting capacity & knowledge
- ✓ installation support
- ✓ water supply
- ✓ civil works authority
- ✓ nationwide engineering expertise

THREATS

- ✓ budget constraints
- ✓ loss of expertise
- ✓ loss of mission
- ✓ changes in Congress
- ✓ other federal agencies with engineering and contracting capability

External Factors Analysis. An external factor analysis helps to determine the opportunities and threats to NWD's business operations.

◆ **Capitalize on Opportunities.** Opportunities generated in analyzing external trends using the Social, Technological, Economic, Environmental and natural resources, and Political (STEEP) methodology are used to provide insights into what market areas and organizations show promise for work now and in the future. STEEP is an external trend assessment framework to examine external trends, issues, and initiatives that affect the Corps. This process is defined in the working draft manual, "U. S. Army Corps of Engineers, External Trends -- Opportunities & Threats" workbook prepared by ESSC.

◇ **Opportunity by Market Areas.** The environmental, infrastructure, and construction and water resource market areas show opportunity.

◇ **Opportunity by Agency.** SFO representatives identified a number of Federal regional agency opportunities. These agencies are specifically identified in ANNEX E.

◆ **Recognize Threats.** Identifying threats is valuable in recognizing that many marketing activities have limitations.

Additional opportunities will appear several years down the road for Installation Support. As current Real Property Maintenance budgets are reduced which may be hitting the Air Force harder right now, the required facility maintenance is deferred for a future year. Additionally, base maintenance personnel continue to be reduced yearly. This impacts the base or installation's capability to design and manage projects. We need to develop these relationships and be in a position to support the Air Force and Army needs when these budgets are significantly increased. It is almost a reality that in the near future, maybe FY 00 or 01, these budgets will significantly increase.

ANNEX D

OUTREACH PROGRAM DEFINITIONS

Civil Works Program — Includes General Investigations, Construction General, and Operation and Maintenance programs.

Customer Advocate — A district employee who is the customer's champion. The customer advocate engages the customer to determine their interests and issues. The customer advocate is a clearinghouse for prospect data.

District Marketing Coordinator (DMC)— This individual is responsible for developing and implementing the district marketing plan. The district marketing coordinator is responsible for coordinating the preparation of the district yearly marketing plans, and monthly reports. This individual will serve on the NWD marketing team and will be the single point of contact for the Division and other districts on matters pertaining to business development, customer outreach, customer surveys and brokering work in accordance with ER 5-1-10. The DMC coordinates district outreach activities that are designed to achieve better customer relations. This individual is the primary "gateway to the Corps" in providing services or ensures that the district has designated individuals with that responsibility to their individual customer.

Division Marketing Coordinator (DvMC)— This individual will oversee and coordinate the marketing effort for the Northwestern Division with assistance from the other regional marketing assistant. The division marketing coordinator will be the interface with HQUSACE on marketing issues. This individual will support the district marketing coordinators in developing new customers when requested. The Division Marketing Coordinator or the Division Program Managers will coordinate with other MSCs when work is outside the NWD area of responsibility.

Formal Marketing — Outreach opportunities developed through focused and specific contacts with existing and potential customers.

Gateway or One Door to the Corps — A person who provides a "window" to access the personnel capabilities and resources of the entire U.S. Army Corps of Engineers.

Informal Marketing — Outreach opportunities often exist in casual conversations. For example, when asked about the Corps, this could be a great opportunity to inform potential customers of Corps capabilities. It is not a direct, formal presentation for marketing services.

Installation Support Program — USACE performed, reimbursable work funded by U.S. military installations. Installation support program work is separate from congressionally appropriated military construction line items generally funded through HQUSACE.

Northwestern Division Marketing Team — The NWD Marketing Team is comprised of the 5 District Marketing Coordinators, the Division Marketing Coordinator and the regional office marketing assistant.

Regional Marketing Assistant -- The Regional Marketing Assistant is located at the Portland Regional Office. The function of this person is to assist the DvMC in that region and to backup the DvMC when that individual is not available.

Strategic Customer — These accounts are based on strong relationships and must be managed carefully. Strategic customer accounts are strategically important to achieving organizational goals and may constitute a majority of an organization's revenue.

Support-for-Others Program — USACE-performed work, funded by non-DOD federal agencies, state/ local governments, non-government organizations, and U.S. private sector.

SWOT Analysis — An approach to developing outreach presentations for our customers. It identifies internal, external, and customer organizational Strengths, Weaknesses, Opportunities, and Threats.

Tactical Opportunities — An unexpected customer inquiry or lead that presents an opportunity that must be acted upon immediately.

Virtual Team — Chief of Engineers' initiative to leverage resources, talent and expertise and distribute work and produce engineering products and services without the need for either physical reorganization or co-location of resources.

Work for Others —USACE support of reimbursable services for DOD agencies.

Zippered — This concept builds stronger relationships with a customer's key people. The approach matches Corps personnel from senior executives to operating levels with customer personnel at comparable levels. We may need training in this area.

ABBREVIATIONS AND ACRONYMS

A&E	Architectural and Engineering
AAFES	Army and Air Force Exchange System
ACC	Air Combat Command
AETC	Air Education and Training Command
AFMC	Air Force Materiel Command
AFSOC	Air Force Special Operations Command
AFSPC	Air Force Space Command
AMC	Army Materiel Command
AOR	Area of Responsibility
ASA (CW)	Assistant Secretary of the Army, Civil Works
ASC	Army Signal Command
BIA	Bureau of Indian Affairs
BDCO	Business Development and Customer Outreach
BOP	Bureau of Prisons
BOR	Bureau of Reclamation
CW	Civil Works
DEA	Drug Enforcement Agency
DOD	Department of Defense
DOE	Department of Energy
DOEdu	Department of Education
DOI	Department of Interior
DOJ	Department of Justice
DOS	Department of State
DOT	Department of Transportation
EPA	Environmental Protection Agency
ESSC	Engineer Strategic Studies Center
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FORSCOM	United States Army Forces Command
FSA	Farm Service Agency
FTE	Full-Time Equivalent
FWS	Fish and Wildlife Service
LRD	Great Lakes and Ohio River Division
GSA	General Services Administration
HQUSACE	Headquarters, U.S. Army Corps of Engineers
HTRW	Hazardous, Toxic, and Radiological Waste
HUD	Housing and Urban Development
IBWC	International Boundary and Water Commission

IFBP	Issues, Features, Benefits, Proofs
IM	Information Management
IS	Installation Support
INS	Immigration and Naturalization Service
IWBC	International Water Boundary Commission
MAJCOM	Major Air Force Command
MACOM	Major Army Command
MEDCOM	United States Army Medical Command
MILCON	Military Construction
MP	Military Program
MSC	Major Subordinate Command
MTMC	Military Traffic Management Command
NAD	North Atlantic Division
NASA	National Aeronautics and Space Administration
NWD	Northwestern Division
NWK	Kansas City District
NWO	Omaha District
NWP	Portland District
NWS	Seattle District
NWW	Walla Walla District
O&M	Operations and Maintenance
PA	Programmed Amount
PAO	Public Affairs Office
PPMD	Programs and Project Management Directorate
R&D	Research and Development
SAD	South Atlantic Division
SFO	Support for Others
SLC	Senior Leadership Conference
SMI	Self-Management Institute
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TRADOC	United States Army Training and Doctrine Command
USACE	United States Army Corps of Engineers
USARC	United States Army Reserve Command
USASSDC	United States Army Space and Strategic Defense Command
USDA	United States Department of Agriculture
USMS	United States Marshals Service
WRMB	Workload Resources Management Board
VA-NCS	Department of Veterans Affairs--National Cemetery System
VA-VHA	Department of Veterans Affairs--Veterans Health Adm
WFO	Work for Others
WRDA	Waterways Research and Development Act

ANNEX E

CUSTOMER MATRIX

The NWD marketing team will focus on refining the list of customers and coordinating the NWD Districts' Points of Contact. If several districts are working with the same customer, there will be a coordinated effort among the districts when assigning marketing roles and responsibilities.

CUSTOMER MATRIX

Customer	Regional Office Location	Budget	NWD District	NWD Backup	Remarks
Dept of Agriculture					
Farm Service Agency					
	OR, WA, UT, MT		NWS		
	CO, MN, ND, SD IA, NE, WY, WI		NWO		
	KS, MO		NWK		
Natrl.Res.Cons.Serv.					
	Madison,WI		NWO		In coord w/ other MSC's
	Lincoln, NE		NWO		
	Sacramento, CA		NWS		In coord w/ SPD
Rural Utilities/Telecomm.					
Forest Service					
Pacific Northwest Region	Portland, OR		NWS		
Northern Region	Missoula, MT		NWS		
Intermountain Region	Ogden, UT		NWW		In coord w/ SPD
Rocky Mountain Region	Golden, CO		NWO		
Eastern Region	Milwaukee, WI		NWO		In coord w/ other MSCs
Dept of Commerce					
Economic Dev. Adm.					
Seattle Region	Seattle, WA		NWS		
Denver Region	Denver, CO		NWO		
Nat'l Oceanographic Adm					
Western Region	Seattle, WA		NWS		
Mountain Adm Spt Ctr	Boulder, CO		NWO		
Central Region	Kansas City, MO		NWK		
Intn'l Trade Adm Com Serv					
Western Region	San Francisco, CA		NWS*		In coord w/ SPD
Mid-Western Region	Chicago, IL		NWO/ NWK*		In coord w/ other MSCs
Dept of Defense					
Air Educ & Trng Command	Randolph AFB, TX				
Air Combat Command	Langley AFB, VA		NWO		In coord w/ HQ & other MSCs
AF Materiel Command	Wright-Patterson, OH		NWO		
AF Special Oper. Com	Hurlburt Field, FL				
AF Space Command	Peterson, AFB, CO		NWS*		To be resolved
AFRES	Robins, AFB, GA				
FORSCOM	Ft. McPherson, GA		NWS/ NWO/ NWK*		In coord w/ HQ & other MSCs
TRADOC	Ft. Monroe, VA		NWK		
AMC	Alexandria, VA		NWS/ NWO/ NWK*		In coord w/ HQ & other MSCs

Army Signal Command	Ft. Huachuca, AZ				
DLA	Ft. Belvoir, VA				
US Army Reserve Commd	Ft. McPherson, GA				
US Army SSDC	Arlington, VA				
National Guard					
Nat'l Imagery & Map. Agency	Fairfax, VA				
Military Traffic Manage Commd	Washington, DC				
DoD Schools	Washington, DC		NWS		In coord w/ HQ
DA-CVI	Washington, DC		NWS		
DA - DCSNG OC Army Reserve	Washington, DC		NWS		
DA - OCS Army Reserve	Washington, DC		NWS		
Dept of Energy					
Bonneville Power Admin	Portland, OR		NWP		
Western Power Admin	Golden, CO		NWO		
Federal Energy Technology Ctr	Morgantown, WV		*		Huntington Dist currently lead, to be resolved
Office of Science Education & Tech Information	Oak Ridge, TN				
Fed. Energy Reg Commis					
Portland Regional Office	Portland, OR		NWP		
San Francisco Regional Office	San Francisco, CA		NWO *		In coord w/ SPD
Chicago Regional Office	Chicago, IL		NWO/ NWK*		In coord w/ other MSCs
Installations					
Richland Operations Office	Richland, WA		NWS		
Idaho National Engrg & Envr Laboratory	Idaho Falls, ID		NWW		
Rocky Flats			NWO		
Dept of Health & Human Serv					
Food & Drug Adm					
Pacific Regional Office	Oakland, CA		NWS*		In coord w/ SPD
Midwest Regional Office	Chicago, IL		NWO*		In coord w/ GLD
Southwest Regional Office	Dallas, TX		NWO/ NWK*		In coord w/ SWD
Indian Health Service					
Portland (OR) Area	Portland, OR		NWP		
Billings (MT) Area	Billings, MT		NWS/ NWO*		To be resolved
Aberdeen (SD) Area	Aberdeen, SD		NWO		
Albuquerque (NM) Area	Albuquerque, NM		NWO *		In coord w/ SPD/SWD
Dept of Housing & Urban Dev					
Oregon St Office	Portland, OR		NWP		
Idaho St Office	Boise, ID		NWW		
WA, MT	Spokane, WA Helena, MT		NWS		

ND,SD,MN,WI,IA,NE,CO,WY	Fargo, ND, Sioux Falls, SD, Casper, WY, Denver, CO, Des Moines, IA		NWO		
KS, MO	Kansas City, KS		NWK		
Public Health Service					
Region VII	Kansas City, MO		NWK		
Region VIII	Denver, CO		NWO		
Region X	Seattle, WA		NWS		
Dept of Interior					
Bureau of Reclamation					
Pacific Northwest Region	Boise, ID		NWW		
Upper Colorado Region	Salt Lake City, UT		NWO		
Great Plains Region	Billings, MT		NWS/ NWO*		To be resolved
Bureau of Indian Affairs					
Portland (OR) Area	Portland, OR		NWP		
Billings (MT) Area	Billings, MT		NWS/ NWO*		To be resolved
Aberdeen (SD) Area	Aberdeen, SD		NWO		
Anadarko (OK) Area	Anadarko, OK		NWK		
Minneapolis (MN) Area	Minneapolis, MN		NWO		
Bureau of Land Mangmt					
Oregon State Office	Portland, OR		NWP		
Idaho State Office	Boise, ID		NWW		
Montana State Office	Billings, MT		NWO		
Wyoming State Office	Cheyenne, WY		NWO		
Colorado State Office	Lakewood, CO		NWO		
New Mexico State Office	Santa Fe, NM		NWK*		In coord w/ SWD
Eastern State Office	Springfield, VA		NWO/ NWK*		In coord w/ other MSCs
National Park Service					
Pacific West Field Area	San Francisco, CA		NWS *		In coord w/ SPD
Intermountain Field Area	Denver, CO		NWO		
Midwest Field Area	Omaha, NE		NWO		
Office of Surface Mining					
Western Regional Coord Ctr	Denver, CO		NWO		
US Fish & Wildlife Service					
Columbia Cascades System Spt OFC	Seattle, WA		NWS		
Pacific Region	Portland, OR		NWP		
Mountain Prairie Region	Lakewood, CO		NWO		
Great Lakes-Big Rivers Region	Fort Snelling, MN		NWO/ NWK*		In coord w/ GLD
Office of Envr Policy & Compl					
Denver (CO) Office	Denver, CO		NWO		
Pacific Northwest Region	Portland, OR		NWP		
Philadelphia (PA) Region	Philadelphia, PA		NWO*		In coord w/ NAD
US Geological Survey					

Western Region	Menlo Park, CA		NWS		
Central Region	Denver, Co		NWO		In coord w/ other MSCs
Dept of Justice					
Bureau of Prisons					
Western Region	Dublin, CA		NWS/ NWK*		In coord w/ SPD
North Central Region	Kansas City, KS		NWK		
Drug Enforcement Adm					
Seattle (WA) Division	Seattle, WA		NWS		
Rocky Mountain Division	Englewood, CO		NWO		
St Louis (MO) Division	St Louis, MO		NWK		
Chicago (IL) Division	Chicago, IL		NWO*		In coord w/ GLD
Fed. Bureau of Investig.					
Portland (OR) Field Division	Portland, OR		NWP		
Seattle (WA) Field Division	Seattle, WA		NWS		
Milwaukee (WI), Minneapolis (MN), Omaha (NE), Denver (CO)	Milwaukee, WI, Minneapolis, MN, Omaha, NE, Denver, CO		NWO		
Kansas City (MO), St Louis (MO)	Kansas City, MO, St Louis, MO		NWK		
US Marshals Service					
Oregon District	Portland, OR		NWP		
Washington (West)	Seattle, WA, Spokane, WA		NWS		
Washington (East)	CO, MN, ND, SD, IA, NB, WY, WI		NWO		
Kansas City, Wichita, KS, Missouri Eastern & Western	KS, MO		NWK		
Immig'n & Naturl Servc.					
Western Region	Latuna Niguel, CA		NWP/ NWS*		In coord w/ SPD
Central Region	Dallas, TX		NWO/ NWK*		In coord w/ SWD
Dept of Labor					
Office of Fed. Contr Compl					
Region X	Seattle, WA		NWS		
Region VI	Dallas, TX		NWO*		In coord w/ SWD
Region V	Chicago, IL		NWO/ NWK*		In coord w/ GLD
Mine Safety & Health					
District 9	Golden, CO		NWO		
Dept of Transportation					
Fed. Aviation Adm					
Northwest Mountain Region	Renton, WA		NWS		
Great Lakes Region	Des Plaines, IL		NWO		
Central Region	Kansas City, MO		NWK		

Fed Highway Adm					
Region 5	Olympia Fields, IL		NWO*		In coord w/ GLD
Region 7	Kansas City, MO		NWK		
Region 8	Lakewood, CO		NWO		
Region 10	Portland, OR		NWP		
Fed Railroad Adm					
Region IV	Chicago, IL		NWO		
Region VI	Kansas City, MO		NWK		
Region VII	Vancouver, WA		NWS		
Fed Transit Adm					
Region V	Chicago, IL		NWO*		In coord w/ GLD
Region VII	Kansas City, MO		NWK		
Region VIII	Denver, CO		NWO		
Region X	Seattle, WA		NWS		
Maritime Adm					
Western Region	San Francisco, CA		NWS*		In coord w/ SPD
Great Lakes Region	Des Plaines, IL		NWO/ NWK*		
US Coast Guard					
Atlantic Area	Portsmouth, VA		NWO/ NWS*		In coord w/ NAD
Pacific Area	Alameda, CA		NWS*		In coord w/ SPD
Facilities Des & Const Ctr Pacific	Seattle, WA		NWS		
Dept of the Treasury					
Bureau of ATF					
Midwest District	Chicago, IL		NWO		
Southwest District	Dallas, TX		NWO/ NWK*		In coord w/ SWD
Western District	San Francisco, CA		NWP/ NWS/ NWW*		In coord w/ SPD
US Customs Service					
Mid-America CMC	Chicago, IL		NWO/ NWK*		In coord w/ GLD
NW Great Plains CMC	Seattle, WA		NWS		
North Pacific CMC	Portland, OR		NWP		
US Secret Service					
WA, MT, OR	Seattle, WA		NWS		
CO, MO, MN, NE, IA,	Denver, CO, Minneapolis, MN, Omaha, NE, Sioux Falls, SD, Bismark, ND, Des Moines, IA		NWO		
MO, KS	Wichita, KS, Springfield, MO, Kansas City, MO		NWK		
ID	Boise, ID		NWW		
Dept of Veterans Affairs					
Los Angeles (CA) Field Office	Los Angeles, CA		NWS/ NWO*		In coord w/ SPD

Central Field Office	Hines, IL		NWO/ NWK*		In coord w/ GLD/NAD
EPA					
Region 2, 4, 7	New York, NY, Atlanta,GA, Kansas City,KS				
Region 5, 8	Chicago, IL, Denver, CO		NWO		
Region 10	Seattle, WA		NWS/NWP		
FEMA					
Region 5	Chicago, IL		NWO*		In coord w/ GLD
Region 7	Kansas City, MO		NWK		
Region 8	Denver, CO		NWO		
Region 10	Bothell, WA		NWS		
GSA					
Region 5 - Great Lakes Region	Chicago, IL		NWO*		In coord w/ GLD
Region 6 – Heartland Region	Kansas City, MO		NWK		
Region 8 - Rocky Mt Region	Denver, CO		NWO		
Region 10 - NW/Arctic Region	Auburn, WA		NWS*		In coord w/ POD
NASA					
Nat'l Archives & Records Adm					
Nat'l Science Foundation					
Postal Service					
Western Area	Denver, CO		NWO		
Midwest Area	St Louis, MO		NWK		

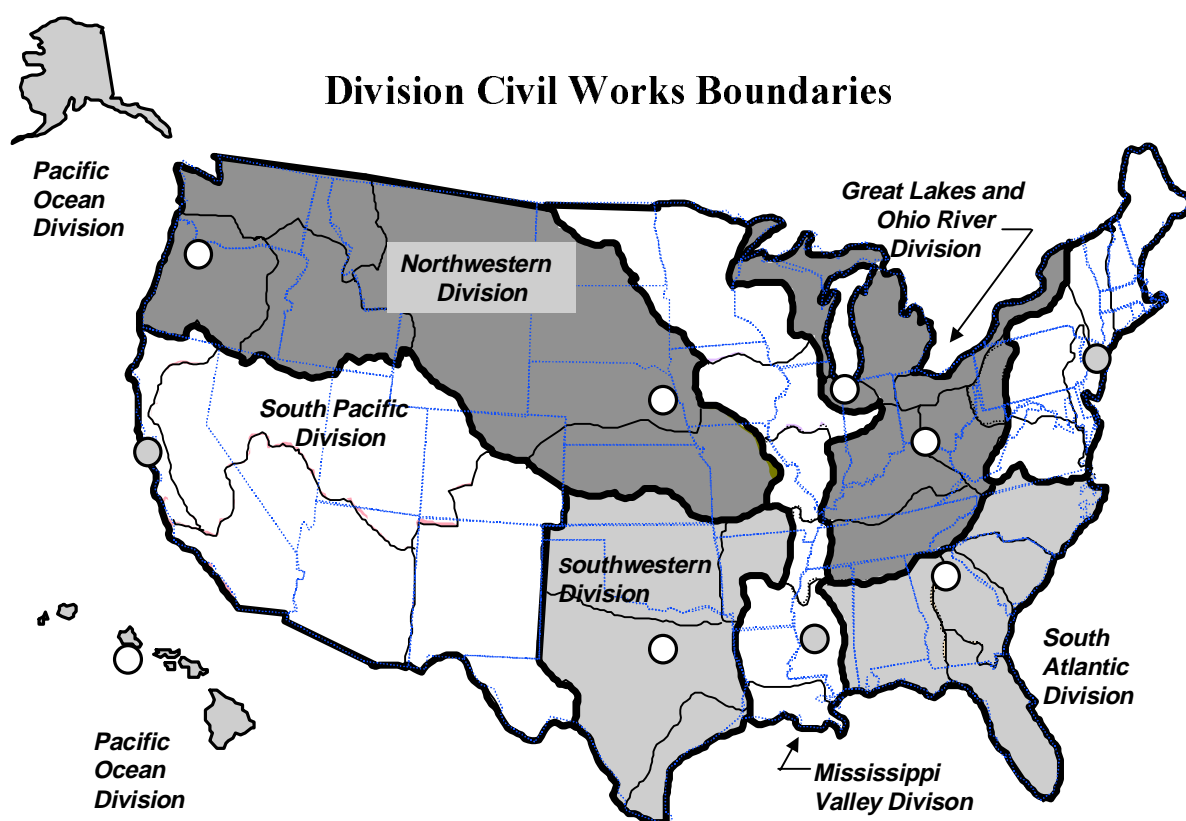
ANNEX F

Marketing Coordinators

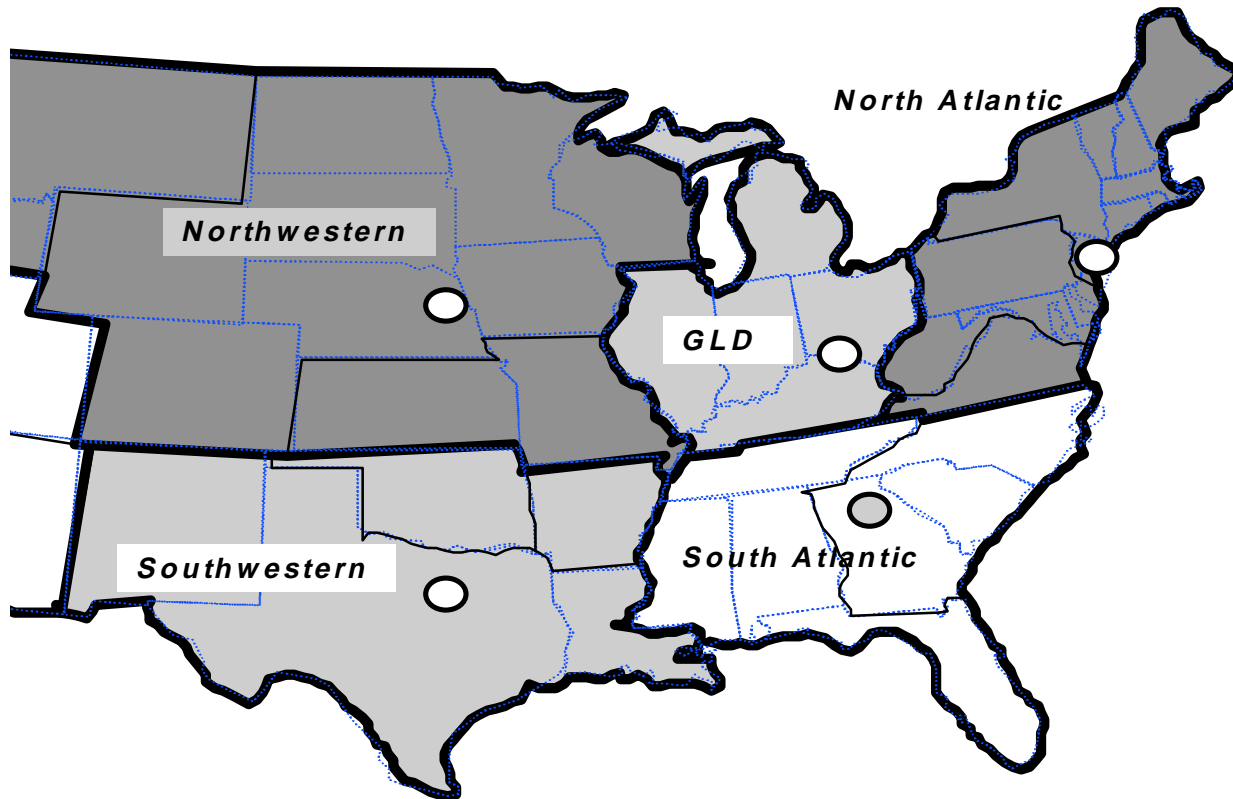
Marketing Coordinator	Name	Phone Number: Fax :	Backup Name Phone Number
NWD	Rick Wilson	402.697.2525 402.697.2503	See Regional Office
Regional Office	Larry Anderson	503.808.3744 503.808.3749	See NWD
Kansas City District	Vince Bilardo	816.983.3366 816.426.5509	Michael Bart 816.983.3157
Omaha District	Larry Woscyna	402.221.7715 402.221.7838	Doug Plack 402.221.7700
Portland District	Pat Obradovich (Temporary)	503.808.4730 503.808.4736	
Seattle District	Mark Ohlstrom	206.764.4474 206.764.6518	Corinne Murphy 206.764.6947
Walla Walla District	Dennis Cannon	509.527.7302 509.527.7810	
HQUSACE	Leslie Geiger	202.761.4268	

ANNEX G

DIVISION BOUNDARY MAPS



Division Military Boundaries



ANNEX H

HQUSACE CAMPAIGN TEAM CORPORATE GROWTH INITIATIVE

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CECW-O

4 Feb 1998

MEMORANDUM FOR COMMANDERS/DIRECTORS, USACE COMMANDS

SUBJECT: HQUSACE Campaign Team Corporate Growth Initiative

1. One of the three main objectives of the USACE Vision is to "Seek Growth Opportunities." The HQUSACE Campaign Team working on the Corporate Growth Initiative has prepared the attached general guidance for seeking appropriate growth. It does not provide a cookbook on effective salesmanship but instead recommends we pursue growth by the three broad strategies of a) improving our service, b) improving our internal and external communications, and c) improving our outreach efforts with other agencies. These measures will be useful in all of our future efforts at seeking appropriate growth. This product also identifies six USACE "core competencies" to focus our efforts on the most appropriate growth opportunities and critical capabilities to nurture within our workforce.
2. You are directed to implement these three basic strategies as you continue your own efforts in seeking growth opportunities. In investigating potential reimbursable work, you should concentrate on pursuing projects or programs which exploit and enhance our core competencies. In so doing, we will best serve both our customers and ourselves.
3. This report is but one part of an ongoing effort by HQUSACE and subordinate commands to enhance our outreach focus and serve our customers better. For further questions or comments on the work of the HQUSACE corporate growth team initiative, please contact Mr. Charles Hess, CECW-O, 202-761-0196.

Encl

JOE N. BALLARD
Lieutenant General, USA
Commanding

Headquarters

Campaign Plan

CORPORATE GROWTH

INITIATIVE

January 1998

Contents

<u>Section</u>	<u>Page No.</u>
Executive Summary	ii
Introduction and Background	1
Corps Competencies	3
Objectives and Action Plans	4
Performance Objectives	
Enhance Customer Focus	4
Optimize Customer Satisfaction by Improving Product/Service Delivery.....	5
Improve Organization.....	5
Communications Objective	
Improve Internal and External Communications.....	7
Outreach Objectives	
Maintain/Enhance Understanding and Support for Program in Executive, Legislative, and Judicial Branches	8
Expand Support to Federal Agencies.....	9
Expand Support to State and Local Agencies and Tribal Governments in Areas Not Readily and Expeditiously Available from Private Sector.....	10
Evaluate Expanding Support to Foreign Countries and International Organizations to Help Support U.S. Foreign Policy	11
Expand Support to U.S. Private Firms to Increase Opportunities for U.S. Business	12

EXECUTIVE SUMMARY

In February 1997, a new U.S. Army Corps of Engineers (USACE) Vision was adopted. This USACE Vision depicts an organization that has moved out in front of change and is boldly entering the 21st century. To do this, USACE must begin "changing today to meet tomorrow's challenges" and is starting by executing a "Corps Plus" strategy.

The three major components of this strategy are Revolutionize Effectiveness, Invest in People, and Seek Growth Opportunities. This document thus is part of the initiative to seek growth opportunities and is intended to provide guidelines to USACE personnel who are implementing this initiative. Parallel efforts are ongoing to implement the other elements of the "Corps Plus" strategy.

As part of the process of evaluating potential opportunities, the team developed USACE core competencies as the framework for looking at potential growth areas. Core competencies are defined as "a set of interwoven skills, tied to information systems and organizational values. A complex set of skills, capabilities and expertise that reside in employees working collaboratively within and across skill sets."

The USACE competencies are:

- Responding quickly through a world-wide organization.
- Assembling expandable, multidisciplinary technical teams.
- Providing a structured, rational approach to problem solving and a tradeoff analysis methodology that ensures "best fit" decisions.
- Facilitating/brokering cooperative arrangements among multiple constituencies (public and private).
- Providing full life-cycle project services.
- Implementing public policy within the Army ethic.

This strategic plan has three overarching objectives. The first is to improve performance through enhancing customer focus, optimizing customer satisfaction by improving product and service delivery, and improving the organization. The second is to improve internal and external communications. The third is to improve outreach by maintaining/enhancing understanding and support for the program in the executive, legislative, and judicial branches of government; expanding support to federal agencies; expanding support to state and local agencies and tribal governments in areas not readily and expeditiously available from the private sector; evaluating the expansion of support to foreign countries and international organizations to help support U.S. foreign policy; and expanding support to U.S. private firms to increase opportunities for U.S. business overseas.

INTRODUCTION AND BACKGROUND

In February 1997, a new U.S. Army Corps of Engineers (USACE) Vision was adopted. This USACE Vision depicts an organization that has moved out in front of change and is boldly entering the 21st century. To do this, USACE must begin "changing today to meet tomorrow's challenges" and is starting by executing a "Corps Plus" strategy.

The three major components of this strategy are Revolutionize Effectiveness, Invest in People, and Seek Growth Opportunities. This document thus is part of the initiative to seek growth opportunities and is intended to provide guidelines to USACE personnel who are implementing this initiative. Parallel efforts are ongoing to implement the other elements of the "Corps Plus" strategy. Two other concepts – "One Door to the Corps" and "Virtual Teaming" – are being implemented and are integral to success in seeking growth opportunities. "One Door to the Corps" embodies the concept that all USACE resources be made available to customers as they require them, regardless of which Corps office serves as their entry point to USACE services. "Virtual Teaming" involves pooling available USACE expertise to accomplish specific projects, regardless of the geographical or functional locations of the personnel employed.

USACE commands should seek growth opportunities where "growth will be strategically targeted to meet emerging Army and national needs, sustain and enhance core competencies, and maintain full-spectrum capabilities critical to the Army." Thus, USACE intends to pursue growth where it is in the best interests of the nation, but not to seek growth for growth's sake. In addition, it is understood that USACE will continue to rely to the maximum extent possible on the private sector for design and construction services.

The Corporate Growth Team is chaired by the Deputy Chief of Engineers, MG Albert Genetti, and co-chaired by the Chief of Operations, Construction and Readiness Division, Mr. Charlie Hess. The team is made up of Headquarters representatives from research and development, real estate, military programs, civil works, support for others, information management, counsel, procurement, and public affairs. Its purpose is to develop and initiate a USACE strategic plan for Corps competency growth that is in sync with the Army and nation.

In the original instructions, the team was to consider five assumptions when developing the initiative. They were:

- Federal funding for traditional USACE civil and military projects will continue to decline for the foreseeable future.

- Opportunities for work will emerge as other agencies draw down their internal engineering capabilities.

- The Administration will continue to support initiatives to reinvent government.
- The trend to expand civilian support to deployable forces will continue.
- Information technology and leveraging USACE research and development capabilities will allow USACE to organize and deliver its products and services in innovative, cost-efficient ways.

In addition to these five assumptions, the team considered the following trends in identifying and developing growth opportunities.

- Military forces will remain capable of fighting two regional wars in close succession and will be in high demand for peacekeeping, humanitarian assistance, antidrug and other noncombat operations for the next 10 to 15 years.

- The U.S. workforce is aging, and the entrant labor force will continue to decline and be made up of an increasing share of women and minorities. There will be an increase in changing employers more frequently while doing the same work, which will result in increased staff turnover.

- There will be continued concern about the environment, both domestically and internationally.

- There will be greater use of technology including communications, and the number of virtual communities based on electronic linkages will grow.

- Information technologies and competitive conditions will affect organizational structure and management requiring effective organizations to be closer to the customer (flexible, flatter, decentralized, innovative, technically adept, and capable of listening and responding to client and customer needs).

- Federal oversight of local programs will continue to shift to state and local governments that, along with the private sector, will bear greater responsibility for program formulation and execution.

- The U.S. will face a deficit of technically-trained professionals because of declining university enrollment in math, basic sciences, and engineering. This deficit will increase the competition to attract recruits to USACE.

- There will be a continuing rise in European markets and strengthening of Pacific Rim nations. These will be areas for new or growing opportunities for USACE.

As part of the process of evaluating potential opportunities, the team developed USACE core competencies as the framework for looking at potential growth areas. The team evaluated the work produced from the [former] North Central Division (NCD) Strategic Planning Exercise; the U.S. Geological Survey Strategic Plan, 1996-2005; and the Interpro Corporation strategic planning process. Core competencies are defined as "a set of interwoven skills, tied to information systems and organizational values ... a complex set of skills, capabilities and expertise that reside in employees working collaboratively within and across skill sets."

Core Competencies

The USACE competencies are as follows:

- Responding quickly through a world-wide organization.
- Assembling expandable, multidisciplinary technical teams.
- Providing a structured, rational approach to problem solving and a tradeoff analysis methodology that ensures "best fit" decisions.
- Facilitating/brokering cooperative arrangements among multiple constituencies (public and private).
- Providing full life-cycle project services.
- Implementing public policy within the Army ethic.

It is assumed that USACE will continue to perform its Civil Works and Military missions as assigned by Congress. These missions include the congressionally appropriated Civil Works program. In addition, reimbursable work for other federal and international agencies (including within the Department of the Army and the larger Department of Defense) will be a strong program and will be the most probable area of growth. Potential growth opportunities for USACE include federal buildings and infrastructure, seismic engineering, international flood control and water supply, installation restoration support, force protection, energy savings, medical design/consultant service, domestic and international environmental work, value engineering, real estate services, acid mine drainage, cost estimating, assistance to federal agencies doing work overseas, building renovations, security engineering, protection/relocation of historic structures, innovative contracting, and value engineering.

At their discretion, the President, the Congress, or the Army may add further work to our traditional Civil Works and Military Construction missions. Additionally, we may work under existing legislative authorities to accept a wide variety of reimbursable tasks where such work is cost effective and complements our own missions.

Objectives and Action Plans

This growth initiative has three overarching objectives. The first is to improve performance through enhancing customer focus, optimizing customer satisfaction by improving product and service delivery, and improving the organization. The second is to improve internal and external communications. The third is to improve outreach by maintaining/enhancing understanding and support for the program in the executive, legislative, and judicial branches of government; expanding support to federal agencies; expanding support to state and local agencies and tribal governments in areas not readily and expeditiously available from the private sector, evaluating the expansion of support to foreign countries and international organizations to help support U.S. foreign policy, and expanding support to U.S. private firms to increase opportunities for U.S. business overseas. Each of these objectives and the relevant action plan follow.

1. PERFORMANCE

IA. Performance Objective -- ENHANCE, CUSTOMER FOCUS. We will research and listen to customers to understand their needs and mutually agree upon how USACE expertise will serve best. Customer service, customer relations, and customer satisfaction must be high priorities. We will take steps to improve customer focus starting with improvement of our communication, outreach, and interface skills. We will practice proactive customer support.

Action Items -- Enhance Customer Focus.

- Where appropriate, HQUSACE will establish National Customer Account Managers to be the primary points of contact for national customers. Similarly, USACE divisions will do the same on a regional basis. Laboratories may also find it appropriate for certain customers.
- All USACE offices will ensure that staff who contact customers are customer satisfaction oriented and that they have the training and skills (partnering, communication [includes listening skills], negotiating, contact strategies and interpersonal relations) for effective customer interface.

4

- All USACE offices will ensure that, prior to any new outreach activity, they will research the new customer, identify matches between USACE services and the new customer's potential needs, and strategize the initial contacts.

- District and laboratory commanders will review the customer satisfaction surveys, conduct fact finding, and, where necessary, take corrective action, when a survey shows an area of customer dissatisfaction.

- USACE offices at all levels should establish a partnering process with their appropriate counterparts in other agencies. This process should include forums with customers to identify areas needing attention in the way USACE does business.

- Districts should inform customers at the beginning of the work that they will have the opportunity to critique our performance and that we will use their input to improve our performance.

1B. Performance Objective -- OPTIMIZE CUSTOMER SATISFACTION BY IMPROVING PRODUCT AND SERVICE DELIVERY. The Government Performance and Results Act emphasizes results-oriented performance. Our objective is to ensure that the products and services that we provide customers are effective in producing desired outcomes, meet or exceed customer expectations, and are produced efficiently and on time.

Action Items - Optimize Customer Satisfaction.

- HQUSACE will issue guidance that emphasizes project management precepts in day-to-day performance of activities with emphasis on partnering and customer care.

- Divisions and districts should ensure that managers in organizations other than Programs and Project Management attend either the Civil Works or Military Programs Project Management PROSPECT course.

- HQUSACE will develop performance effectiveness, efficiency, and program results measures.

- HQUSACE will develop guidance that explains why we cannot assume financial liability for customer projects.

- Districts will develop information that will be given to customers early in the planning stages to educate them on costs relative to the value being provided and on realistic schedules. Throughout their relationships with given customers, districts will continue mutual dialogues about costs, schedules, and relative value.

5

- In the short run, district policy should be to keep customers informed of any cost changes on a timely basis. As soon as possible, districts should employ electronic technology to allow customers real-time access to project cost and schedule data.

IC Performance Objective -- IMPROVE ORGANIZATION. In order to operate in the best possible way, we must routinely look at our organization and processes to ensure both are contributing to and not hindering work performance. We will use state-of-the-art business techniques to determine what our business processes are, what they should be, and how they should be performed to most effectively and efficiently carry out our business. In implementing any changes, we will maintain or enhance our ability to execute those missions given to us by the nation. We will place maximum flexibility, authority, and accountability at the USACE district

level, which is where the primary interface with our customers occurs. We will work with district staffs to determine and minimize burdens that do not contribute to producing results. We will provide the districts with guidance, tools, work-year resources, and support needed to accomplish these tasks. We will support all reasonable efforts to maintain and enhance our capabilities to achieve efficiency, quality, and customer satisfaction.

Action Items - Improve Organization.

- HQUSACE will seek approval to delegate unlimited acceptance authority of reimbursable work to division/laboratory commanders when that work is totally within their geographic boundaries.
- HQUSACE will develop guidance on the placement of USACE staff at other agencies.
- HQUSACE will review reporting requirements with a view to consolidating, simplifying, and streamlining, while producing the information needed for management decision-making and meeting the communication objective of this plan.
- HQUSACE will annually send out a reminder to divisions, districts, and laboratories about current guidance and accountability expectations.
- To improve accountability, all USACE offices will link program growth performance measures into individual (where appropriate) and organizational performance evaluations.
- HQUSACE will review, allocate, and manage FTE requests to ensure adequate resources to handle new customers.

6

- HQUSACE will update and consolidate guidance on procedures, agreements, performance, and accountability requirements.
- Division offices should lead their districts in preparing strategic plans. CERD should lead the laboratories in preparing strategic plans. As is the case with other restructuring objectives, plans may vary among individual offices.

2. COMMUNICATIONS

2A. Communications Objective -- IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS. USACE is a large agency with about 40,000 employees and about 60 major offices. Our objective is to improve performance and outreach by communicating more effectively. We will provide others with information about USACE capabilities. We will develop

and communicate the value added by USACE support. We will keep all USACE offices informed of current policies and will assist them in implementing this plan.

Action Items - Improve Internal and External Communications.

- Through this plan and other opportunities, we will communicate to all levels of USACE the importance of program growth to USACE's future and that, while it is still evolving, reimbursable work from a variety of customers has the potential to provide USACE with as much work as our traditional Civil Works and Military missions.

- HQUSACE will develop an internal interactive website for information exchange. All USACE offices will be responsible for filling in appropriate information. The site will contain information such as policies and regulations, relationships (including customer satisfaction), status of agreements, status of outreach efforts, information on customers (missions, budgets, opportunities), significant completed projects, lessons learned, success stories, and outreach newsletters.

- HQUSACE will develop the U.S. portion of the USACE internet homepage with educational materials. This homepage will include a telephone number where agencies can call to get further information on USACE capabilities and will link potential customers with district and laboratory points of contact.

- All USACE offices will include information about reimbursable work programs on their homepages for access by other agencies.

- HQUSACE will sponsor an annual meeting of reimbursable work or other growth representatives from the divisions, districts, and laboratories for the purpose of reviewing and updating this strategic plan.

7

- HQUSACE will publish, at least quarterly, a reimbursable work newsletter to capture changes in policy, significant accomplishments, changes in POCs, etc.

- HQUSACE will develop a brochure on USACE's mission and capabilities and will provide it to divisions, districts, and laboratories to supplement more specific material produced at their levels.

- HQUSACE will develop a briefing on USACE capabilities, which can be augmented with district or laboratory specific examples, using state-of-the art interactive media.

- HQUSACE, in conjunction with divisions, districts, and laboratories, will develop performance measures to demonstrate program value and, with PAO, will communicate USACE performance through these measures to customers in both the public and private sectors.

- In coordination with Public Affairs, all USACE offices are encouraged to submit to appropriate publications (such as Civil Engineering, ENR, and Government Executive) articles which demonstrate USACE capabilities.

- HQUSACE will develop a proactive, comprehensive strategy concerning the development, funding, and use of exhibits about USACE at DOD and Army-related conferences, trade shows, professional and technical organization meetings, and other events.

3. OUTREACH

3A. Outreach Objective -- MAINTAIN/ENHANCE UNDERSTANDING AND SUPPORT FOR THE PROGRAM IN THE EXECUTIVE, LEGISLATIVE, AND JUDICIAL BRANCHES. USACE has both the breadth and depth of technical knowledge that make it particularly effective in solving problems and managing projects. The value-added that USACE can bring to help other agencies and organizations develop and execute their programs is not widely known. We will work to demonstrate the value of USACE expertise to the Nation and provide rationale for the executive, legislative, and judicial branches to embrace the concept of USACE support for others and to promote the broader use of the USACE expertise.

Action Items -- Executive, Legislative, Judicial Branches' Understanding/Support.

- ASA(CW)/HQUSACE will take actions to enhance outreach with Army, DOD, OMB, and Congress such as during budget transmittal and testimony. This will also include providing information on USACE capabilities so these organizations can advise other agencies when to consider using USACE. This effort will include making direct or indirect contact with OMB staff who have oversight for other agencies.

8

- HQUSACE will develop information that articulates the value of the various USACE programs. Measures will include customer ratings of our work.

- When making congressional contacts, commanders and laboratory directors will take the opportunity to mention significant USACE work within their control and will recognize the member's committee assignments with oversight of other federal agencies, thereby promoting USACE-wide capabilities for assisting other agencies.

- Districts, divisions, and laboratories will publicize USACE support-for-others activities as a way to improve support in Congress through its constituents.

- HQUSACE will direct divisions to strive for a goal of 70 percent contracting of reimbursable planning and engineering work as a means of maintaining partnerships with the private sector (this percentage will likely vary with the nature of work being performed).

3B. Outreach Objective - EXPAND SUPPORT TO FEDERAL AGENCIES. In today's environment, federal agencies may require technical and contract management support to effectively manage their projects or programs. USACE provides a federal presence and oversight in the execution of government responsibilities in this management that complements the capabilities and responsibilities of other federal agencies in performing their own missions. Our support ensures that federal government functions are accomplished by skilled government staff. The National Performance Review recommended that OMB work with USACE and other agencies to make greater use of USACE talents, and OMB has offered to increase its FTE support to USACE for this purpose.

We will place a high priority on reaching out to other federal agencies that are potential users of our services. We will first research and listen to ascertain their needs, and then inform them of USACE capabilities and offer our services to them, where appropriate. In partnership with the private sector, our primary focus will be to provide customers with the services required. We will offer complete program and project management services or specific items of assistance according to customers' needs. We will be capable of providing any level of environmental, engineering, construction, and spatial data management support for other agencies.

Our primary areas of support will include real estate, planning, engineering, construction management, and research and development for programs and projects concerned with environmental compliance and restoration, vertical construction and infrastructure, water resources, land management, and advanced geospatial information and imaging systems.

Action Items - Expand Support to Federal Agencies.

- ASA(CW)/HQUSACE will request that OMB work with USACE and other agencies to make maximum use of USACE capabilities as recommended in the National Performance Review.

9

- ASA(CW)/HQUSACE will offer the services of USACE to the heads of selected agencies and offer to enter into national agreements, which will facilitate future work at all levels.

- CECW will propose expanded legislation to prevent flood damages and assist flood victims.

- Within their areas of responsibility, or as otherwise designated, and according to their strategic plans, division/district commanders and laboratory directors will offer USACE services to other federal agencies at the local and regional levels. To more cost-effectively outreach, division commanders should develop partnerships with their neighboring divisions for outreach to federal agencies in the regional offices.

- HQUSACE will define policies and limitations by reviewing/modifying ER 1140-1-211.

- HQUSACE will develop policies relative to the funding of outreach activities. This action item also applies to the three outreach objectives listed below.

- HQUSACE, with participation of the divisions, districts, and laboratories, will develop outreach tools such as brochures, briefing materials, customer profiles, and GIS-based information. This action item also applies to the next three outreach objectives.

3C. Outreach Objective -- EXPAND SUPPORT TO STATE AND LOCAL AGENCIES AND TRIBAL GOVERNMENTS IN AREAS NOT READILY AND EXPEDITIOUSLY AVAILABLE FROM THE PRIVATE SECTOR. USACE recognizes that the private sector fulfills the majority of the technical needs of state and local governments as well as tribal units. However, the Intergovernmental Cooperation Act encourages federal agencies to provide specialized or technical services not reasonably or expeditiously available from the private sector. In this way, these units of government can benefit from services that have been developed at the federal level.

We will better define these services and will inform the governments of their availability. We will ensure that the services we provide are not in competition with the private sector.

Our areas of support will primarily involve technical assistance and performance of government functions related to environmental, engineering, construction management, and study needs. With regard to water resources, we will give special attention to assistance where traditional federal programs are being transferred to state and local governments, where governments desire to fund projects that are connected with authorized Civil Works projects (under USACE authorities to accept funds from others to be spent in conjunction with federal funds), or where they desire to fund studies or projects in lieu of federal funding.

10

Actions Items -- Expand Support to State/Local Agencies and Tribal Governments.

- HQUSACE will define policies and limitations by reviewing/modifying ER 1140-1-211.

- HQUSACE will pursue generic legislation that will allow USACE to accept nonfederal funds for projects to be undertaken in conjunction with federal projects. This would be similar to the existing authorities that allow USACE to accept contributed funds for flood control and navigation projects.

- Districts will meet and define work opportunities with state and local agencies and tribal governments that meet the above criteria and develop agreements as appropriate. Districts should meet with their local A-F community to explain the USACE role and define, and seek resolution of, any issues.

3D. Outreach Objective -- EVALUATE EXPANDING SUPPORT TO FOREIGN COUNTRIES AND INTERNATIONAL ORGANIZATIONS TO HELP SUPPORT U.S. FOREIGN POLICY. USACE aids U.S. foreign policy objectives through its reimbursable support to foreign governments and international organizations. In addition, such support helps provide opportunities for U.S. businesses. While the current process for gaining approvals and reaching agreements is time consuming and expensive because of extensive coordination at the Washington level, USACE support can be important to meeting national security objectives.

USACE prefers to provide support to foreign countries primarily by assisting other U.S. agencies (such as the State Department) that have direct foreign affairs responsibilities. Consistent with our objective to expand support to federal agencies, we will actively promote using USACE capabilities in implementing their missions in or for foreign countries.

We will continue to be receptive to requests for assistance from friendly countries when State and Defense Departments concur with those requests. However, before we undertake more active outreach, we will evaluate whether that would be appropriate. This evaluation will include consideration of the costs and benefits of such outreach and, as necessary, consultation with the Departments of State and Defense, OMB, and congressional interests.

Action Items - Help Support U.S. Foreign Policy.

- HQUSACE will define policies and limitations.
- HQUSACE will define guidance for funding international outreach activities.

11

- ASA(CW)/HQUSACE will work with OMB to evaluate use of reimbursable work capabilities for foreign entities.

- HQUSACE will seek to obtain Defense and State Departments' concurrence with further streamlining procedures to accept reimbursable work from foreign countries and international organizations.

3E. Outreach Objective - EXPAND SUPPORT TO PRIVATE U.S. FIRMS TO INCREASE OPPORTUNITIES FOR U.S. BUSINESS. The Army and the American Consulting Engineers Council have worked together to gain congressional authorization for USACE to provide reimbursable support to U.S. firms working on projects overseas. Our support helps level the playing field against foreign competitors who receive support from their governments. In like manner, we also received authority for USACE laboratories to support U.S. firms on projects within the U.S. We also can assist firms under certain technology-advancing conditions through Cooperative Research and Development Agreements.

These are win-win situations benefiting both USACE and U.S. business. Our intent is to increase USACE support to private U.S. firms by being more proactive in our outreach and responsive to requests, provided that in doing so we do not compete with other firms.

Action Items -- Expand Support to Private U.S. Firms.

- HQUSACE will develop an outreach initiative to increase program awareness among U.S. firms and to better define what support is available and how to access that support.
- HQUSACE will develop an outreach initiative to increase program awareness among the other federal agencies.
- HQUSACE will finalize guidance covering support to private firms.
- HQUSACE will delegate acceptance authority to district commanders and laboratory directors.